

Tables BEST Grantees Evaluations

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Note to Reader:

The BEST-funded grantees are listed in alphabetical order in the Cycle XVII Final Evaluation Report - Performance Summary section for FY 2007-08. This section summarizes each grantee's respective performance goals for effectiveness and efficiency. Each summary is meant to serve as an individual report. The reader should note that data definitions are repeated for each BEST-funded agency's performance summary report. This is done so each BEST grantee or agency can share their report with their funding partners who provide the much needed matching funds.

Alum Rock Counseling Center

A group of active community members with similar interests came together in 1974 to form Alum Rock Counseling (Communications) Center (ARCC). Their goal was to provide the Spanish-speaking community with counseling and communications services that were bilingual and culturally sensitive in a quiet, healthful setting.

One of the founders, George Doub, became the agency's first executive director in 1975, a position he held until he retired in 1985. During that time, the agency established its crisis intervention services for youth to provide counseling for "uncontrollable minors" that are referred by law enforcement agencies. This program is considered to be the most cost effective service of its type in Santa Clara County and had been a model for the country. In 1978, ARCC added a prevention component to reach out to youth and families before behavioral problems turned into potentially volatile situations.

In 1996, the Santa Clara Valley Youth Foundation merged with ARCC. This unique partnership brought the highly regarded Turning Point mentoring program. It was a perfect match, since ARCC's clients would greatly benefit from such a program and ARCC provided a strong infrastructure to ensure the longevity of the program. Mentoring, family education, and after-school youth programs are a fundamental part of ARCC.

ARCC provides culturally appropriate services that enable youth and their families in East Santa Clara Valley to improve their lives. ARCC has established a broad range of case management, counseling, prevention, education and early intervention services throughout East Santa Clara Valley, including services designed for high-risk populations at K-12 school sites. Counselors, trained interns, program coordinators, and volunteers work with youth and families to provide culturally proficient programs that teach healthy family practices, anger management techniques and drug and alcohol abuse prevention as well as address many other personal and emotional concerns. ARCC has kept its finger on the pulse of the community and has adjusted its programs to ensure that client needs are met. The agency creatively collaborates with other nonprofit agencies, schools, and public organizations enabling ARCC to reach youth and families that can greatly benefit from its services.

Project Description

ARCC's BEST-funded program includes services to adjudicated youth through the Crisis Intervention Prevention for Youth (CIPY) Program. This program provides aftercare and support services to referred youth under 18 years of age. Following screening and intake, youth receive a comprehensive assessment that facilitates the development of a 90-day case plan unique to their specific needs focusing on behavior, academic, emotional and other issues. Participants also take part in support group workshops that utilize the "Why Try" curriculum. Workshop sessions focus on helping high risk youth to learn essential daily life skills. Topics include problem-solving, communication skills and relationship building.

ARCC also provides specialized truancy case management services to middle and high school truant youth who are 12 to 17 years of age and have been identified as "habitual truants" to re-

engage them back into the school system by providing support to help them succeed in school. Services include weekly visits at school and at home in order to build relationships with both the youth and the family – as well as to build the motivation youth need to succeed. The program design focuses on providing skills, knowledge and support to affect attitude and behavioral change in youth clients. As part of the truancy services, ARCC has worked closely with their target school sites to organize support groups using peer support to encourage youth to attend and continue in school. Transition services and referrals for specialized services such as family relationship development, career/vocational planning and positive social competencies are explored with youth clients.

Through a collaborative effort established during Cycle 16 between San José BEST, ESUHSD and the Santa Clara County's District Attorneys Office (SCCDA), ARCC provides life skill presentations to truant youth mandated to attend Saturday School at Independence High School. These presentations focus on increasing youth developmental assets and enhancing the potential for successful re-enrollment and re-engagement back into school.

Location of Services

Alum Rock Counseling Center Office 1245 E. Santa Clara Street San José, CA 95116	West Side Truancy Abatement and Burglary Suppression (TABS) 2175 Lincoln Avenue, Room 15 San José, CA 95125	Willow Glen Middle School 2105 Cottle Avenue San Jose, CA 95125
Pala Middle School 149 North White Road San Jose, CA 95127	Davis (Caroline) Middle School 5035 Edenvue Drive San Jose, CA 95111	Willow Glen High School 2001 Cottle Avenue San Jose, CA 95125
Oak Grove High School 285 Blossom Hill Road San Jose, CA 95123	James Lick High School 57 North White Road San Jose, CA 95127	
East Side Truancy Abatement and Burglary Suppression (TABS) 680 S 34th Street San Jose, CA 95122	Client's Home	

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$219,666	\$52,958	\$272,624	24%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System								
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Alum Rock Counseling Center Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	Yes
			\$219,666	\$52,958	\$272,624	100%	100%	
	Staff	Who were the staff providing services?	Paid FTE	Staff Experience	Years Schooling	Male	Female	Yes
			2.95	6.0	16.4	40.0%	60.0%	
	Customers	Who are our children and youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Yes
			172	55%	45%	Low		
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Adults (over 20)	
			1%	0%	23%	76%	0%	
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other	
			3%	4%	88%	3%	2%	
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member	
			19%	40%	40%	1%	0%	
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups	Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			0%	0%	0%	35%	0%	
			Truancy Case Management	Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery	
			65%	0%	0%	0%	0%	
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer	Yes
			5,054	5,653	112%		33	
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds		Yes
			\$38.86	\$48.23	\$1,277	\$1,585		
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)			No, grantee fell slightly short of Satisfaction target goal < 80%
			79%		86%			
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity < 60%
			Asset development changes		69%	71%	72%	
			Agency selected changes		80%	76%	77%	
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score > 1
2.9 3.2			Increasing	0.70	Good			

Performance Summary

Alum Rock Counseling Center delivered 112% of its contracted services for the year. ARCC fell short of meeting the customer satisfaction goal for youth customers by one percentage point. The grantee was successful in meeting its program-specific productivity and asset development service productivity goal. The program continues to maintain an excellent service quality and met the reliability goal of 0.60.

Strengths

Alum Rock Counseling Center has a long history and commitment to serving low-income, high risk youth and families with the least access to resources. Staff members work diligently to support the efforts of families working to “reclaim” their children by plugging them into resources and building their skills as parents. Program staffs use the scenic route approach to working with families to build relationships because they understand that oftentimes, the success with their youth clients hinges on the involvement of their families. Furthermore, ARCC’s highly trained staffs are reflective of their clients lived experiences and are sensitive to economic poverty, immigration and acculturation issues. The approach to working with their clients is strength-based and family focused and purposely seeks to address the root causes of truancy, incarceration, drug abuse and dysfunctional behavior.

Opportunities for Improvement

ARCC staff work diligently to establish a strong rapport with targeted school site staff to ensure a seamless delivery of service to their youth customers; however, the lack of support from school day staff for youth customers can be a deterrent to their success. Program staffs are encouraged to continue working with the school administrators to educate regular school day faculty and support staff about their agency’s role in ensuring that all youth have an opportunity to redeem themselves and re-connect to school. Furthermore, it is recommended that program staff continue to work with their youth clients to build relationships with teachers, parents and positive peers and teach them how to communicate and ask for help from caring adults. Finally, due to the changing landscape of youth trends and challenges that arise for youth clients, program staff identified the need for more training on gang strategies, domestic violence (teen relationships and family) as well as eating disorders.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes



how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Alum Rock Counseling Center	193	191	269	653

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0% (same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets (CIPY)

- 61% Because of this program, my success at school (job/training) is better.
- 82% Because of this program, my understanding of who I am and what I can do is better.
- 64% Because of this program, my ability to communicate is better.
- 68% Because of this program, my ability to learn new things is better.
- 41% Because of this program, my ability to connect with adults is better.
- 67% Because of this program, my ability to work with others is better.
- 64% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors (CIPY)

- 76% Because of this program, my ability to make responsible choices is better.
- 76% Because of this program, my ability to set goals for the future is better.
- 63% Because of this program, my attendance at school is better.
- 85% Because of this program, my commitment to staying in school and going on to high school is better.
- 79% Because of this program, my motivation to attend classes on time every time is better.

Targeted Youth Developmental Assets (TCMSS)

71% Because of this program, my success at school (job/training) is better.
 66% Because of this program, my understanding of who I am and what I can do is better.
 66% Because of this program, my ability to communicate is better.
 73% Because of this program, my ability to learn new things is better.
 80% Because of this program, my ability to connect with adults is better.
 73% Because of this program, my ability to work with others is better.
 75% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors (TCMSS)

79% Because of this program, my ability to make responsible choices is better.
 80% Because of this program, my ability to set goals for the future is better.
 80% Because of this program, my attendance at school is better.
 88% Because of this program, my commitment to staying in school and going on to high school is better.
 89% Because of this program, my motivation to attend classes on time every time is better

Survey Sampling

Survey Sample	How many customers did they survey?	RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Good Sample Size
		153	142	125	164	584	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
85% of youth who complete CIPY services will not penetrate further into the Juvenile Justice system during participation in 90-day service model.	90% of youth did not get involved and/or penetrate further into the Juvenile Justice System.
At least 85% of the youth provided with Truancy Case Management Services will demonstrate an improvement in their attendance by 50%.	88% of youth who completed the TCMSS program improved their attendance.

Note: Truancy Case Management Service (TCMSS)

Success Stories

CIPY started groups for male and female youth to promote consistent attendance and afford ARCC the opportunity to provide gender specific programming. Youth have been successful in completing the program and have been able to make consistent life- long changes as reported by completing 30-60-90 client follow-up. The “Why Try” curriculum was reviewed and updated to meet the needs of current clients on a more consistent basis. This curriculum is designed to empower the participant to take charge of their lives through positive decision-making. ARCC provides participants with the knowledge needed to improve their current behaviors while equipping them with the necessary tools to be successful. Program staff goes above and beyond

to address the needs of program participants, including exploring ways to improve the program and creating a system of rewards for the participants.

ARCC exceeded its contract service delivery goals in both the truancy and CIPY programs, due largely in part to established relationships with targeted schools, San Jose Police Department, and the Juvenile Probation Department. During the fourth quarter, ARCC graduated two cycles of youth from CIPY who did not re-offend during their participation in the program.

Asian American Recovery Services

Asian American Recovery Services (AARS), Inc. was established in 1985 by the community-wide, grassroots efforts of the Asian American Substance Abuse Task Force, in response to rising substance abuse rates among San Francisco's Asian and Pacific Islander population. Created as a culturally responsive alternative to existing treatment programs that offered little or no programming specific to Asians with substance abuse problems, AARS continues to adapt and change to meet the rapidly growing and diverse needs of the Asian and Pacific Islander communities in the Bay Area.

The purpose of AARS is to decrease the incidence and impact of substance abuse in the Asian and Pacific Islander communities of the San Francisco Bay Area. To accomplish this goal, AARS develops and provides innovative outreach, treatment, prevention, and research services for its target populations. Because there are multiple causes and effects of substance abuse, AARS also engages in ancillary activities to meet its goal.

Project Description

As a BEST grantee, AARS provides prevention and intervention services and refers youth to treatment services to reduce risk-taking behaviors associated with at-risk substance abuse, delinquency and gang activity. Their services target youth ages 13-18 that are at-risk of substance abuse or delinquent behaviors. In addition, the services target youth who exhibit delinquent and gang-related behaviors, and who have a history of substance abuse. Youth referrals are received through multiple outlets such as self-referrals, friends, family, school personnel, probation, and Santa Clara County Department of Alcohol and Drug Services.

AARS provides educational presentations to various classes at Yerba Buena High School to outreach and to inform students and teachers about the impact of substance use, to provide information about new substance abuse drugs and to facilitate appropriate referrals for services. Topics include: substance abuse (tobacco, alcohol and other drugs), healthy alternatives, cultural identity pride and goal setting.

Group counseling is offered weekly to a limited number of youth classified as regular substance users. Participants learn the cause and effects of substance abuse and negative behaviors; identifies and examines his/her pattern of substance abuse; explores alternative behaviors; and develops a plan for change. The purpose of this activity is to prevent, reduce and/or eliminate chronic and habitual substance abuse and associated behaviors. Youth assessed as chronic substance abusers are referred to Project L.U.C.K., an evidenced-based treatment approach for adolescents and families, where more intense services such as individual counseling, family counseling, home visits and drug testing are offered for a minimum of six months.

Lastly, AARS provides monthly clean and sober activities to participants involved in intervention and/or treatment services (group and individual counseling) to help them learn how to spend leisure time without the use of alcohol or other drugs. Friday night social/recreation is held at the agency site (Tully Road office). Activities include barbeques,

dance workshops, hip hop workshops, cooking demonstrations, taiko drumming, basketball, and field trips to San Francisco.

Location of Services

Yerba Buena High School
1855 Lucretia Avenue
San Jose, CA 95122

AARS Tully Office
1340 Tully Road, Suite 304
San Jose, CA 95122

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$50,000	\$15,000	\$65,000	30%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System												
Performance Account- ability Model	Logic Model	BEST Evaluation Questions	Asian American Recovery Services Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII						Met Target Goals			
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent		Total Funds Spent		Percent of BEST Funds Spent	Percent of Total Funds Spent	Yes	
			\$50,000		\$15,000		\$65,000		100%	100%		
	Staff	Who were the staff providing services?	Paid FTE		Staff	Years Experience	Years Schooling	Male	Female	Yes		
			0.33			9.7		16.3	0.0%		100.0%	
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes		
			82		59%		42%	Low				
			0-5 yrs		6-10 yrs		11-14 yrs		15-20 yrs		Adults	
			0%		0%		5%		95%		0%	
			Asian Pacific Americans		African Americans		Latino Americans		Caucasian Americans		Other	
			24%		4%		65%		5%		2%	
			Client At-Risk		Client High- Risk		Client-Gang Supporter		Client-Gang Member		Hard-Core Gang Member	
			30%		28%		20%		23%		0%	
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth		Domestic Violence Services	Yes		
			0%		0%		100%		0%		0%	
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness		Unique Service Delivery			
			0%		0%		0%		0%		0%	
Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year			Actual Hours of Service per Customer		Yes			
		1,067	1,317	123%			16					
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds		Yes					
		\$37.97	\$49.35	\$610	\$793							
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)			Average Satisfaction of Parents of Youth (0-100% on 4 items)			Yes Satisfaction > 80%			
			84%			ND						
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)			Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	No, Asset Development Service Productivity below target goal of 60%			
			Asset development changes			57%	ND	82%				
			Agency selected changes			80%	ND	92%				
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability		Yes Quality Score >1			
1.3			2.3	Increasing	0.82	Good						

Performance Summary

The program delivered 123% of its contracted units of service for the year. Youth customers indicated that they were satisfied with services with a customer satisfaction rating of 84%. The program did not meet the asset development productivity goal of 60% but exceeded the goal for their program-specific productivity. This grantee's service quality achieved the target goal and demonstrated an increase from the previous year.

Strengths

AARS staff members are highly trained clinicians and therapists that use a cultural competence approach that value the strength of their clients' ethnicity. This approach to serving clients and families is extremely valuable as they serve a diverse group of students whose risk for substance abuse and delinquent behavior varies. The program places a heavy emphasis on outreach efforts via school rallies, lunches, classroom presentations and community outreach. AARS is commended for organizing Friday night social recreation nights for youth to engage in safe, sober activities. They also offer community events to bring together youth clients, families and community members-at-large to bridge the generational and cultural gap for their customers.

Opportunities for Improvement

Because of AARS' strong value on cultural competency, they are highly encouraged to increase their staff members' bilingual capabilities, particularly for their Latino clients and families that are monolingual Spanish speakers. It is also recommended that they translate all substance abuse materials for their parent trainings.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Asian American Recovery Services	205	173	195	573

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 30% Because of this program, my success at school (job/training) is better.
- 74% Because of this program, my understanding of I am and what I can do is better.
- 58% Because of this program, my ability to communicate is better.
- 65% Because of this program, my ability to learn new things is better.
- 48% Because of this program, my ability to connect with adults is better.
- 55% Because of this program, my ability to work with others is better.
- 65% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 77% Because of this program, my understanding of the negative consequences of taking alcohol or illegal drugs is better.
- 81% Because of this program, my ability to avoid drug use is better.
- 81% Because of this program, my knowledge of healthy alternatives to using drugs or alcohol is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Good Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		50	50	0	50	150	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
80% of students (ages 13-18) participating will increase their knowledge of the consequences of alcohol and drug use as measured by student evaluation forms completed at the end of the presentations	Out of 170 youth who completed a presentation evaluation form, 81% stated their knowledge of substance abuse consequences had increased after the presentation.
80% of students ages 13-18 participating in group counseling will increase their knowledge of healthy alternatives to using alcohol and drugs as measured by student evaluation forms completed at the end of a 12 week group curriculum.	Out of 170 youth who completed a presentation evaluation form, 76% stated that they increased knowledge of healthy alternatives to using alcohol and/or drugs.

Success Stories

A majority of youth participants in group reported that they used drugs as a way to cope with personal problems. In an effort to help the youth realize healthier alternatives to dealing with personal struggles, youth were encouraged to connect with other positive adult role-models (family members, friends, parents' friends, etc.) that they could turn to for constant support and advice at least once a week. Many of the youth recognized that talking to the AARS counselor was the first time they had been able to express and talk about their issues. After the program, youth participants have continued to build and maintain healthy relationships with a positive adult role-model(s) that has assisted them in staying away from unhealthy behaviors (i.e., gang life, drug use). In addition, youth reported improved relationships with their parents and siblings as they have been able to communicate better regarding common challenges that they are facing. Youth seem more aware of the impact and influence they have on their younger siblings. It is for this reason that youth participants feel more empowered that they too can be a positive role-model for their siblings by staying away from gang activity and drugs. As an alternative to unhealthy behaviors, youth were encouraged to live an active lifestyle by engaging in sports, clubs/organizations and volunteer work.

The 13th Annual Sister to Sister Leadership Conference - Celebrating Asian/Pacific Islander Women of Tomorrow entitled "emPOWERed" was held on Friday, May 16, 2008. Over 300 girls ranging in age from 12-18 years old were in attendance to learn about substance abuse awareness including tobacco education, sexual health, body image and cultural dance. AARS staff leveraged their involvement in reaching out to potential participants for the conference to identify eligible candidates for participation in the BEST program. Thirty (30) girls from Yerba Buena High School participated in the all-day conference, many of whom were either participants in the AARS BEST program and/or referred themselves to AARS youth programs.

One client that AARS staff worked with came into the program with intense drug use and personal problems. Over the course of a few months, program staff observed her tremendous growth as a result of her active participation in many of the program activities offered by AARS. She frequently attended the Friday Social Recreation, along with one of her close friends who is also a client in the group sessions.

A male client, who was referred to AARS by his school due to active drug use and truancy, had been difficult to contact after numerous attempts by the counselor. Eventually, during the second semester of the school year, the male client referred himself after hearing about the program

through word of mouth from other students. The client expressed with conviction to the counselor that he was determined to be clean and turn his life around, especially after his mother suffered a stroke. Throughout his participation in the program, the client remained drug-free and has been actively pursuing potential jobs and job training programs.

Bill Wilson Center

The Bill Wilson Center supports and strengthens the community by serving youth and families through counseling, housing, education, and advocacy. Bill Wilson Center serves over 10,000 clients in Santa Clara County annually and is committed to working with the community to ensure that every youth has access to the variety of services needed to grow to be healthy and self-sufficient adults. Through the years, Bill Wilson Center has helped youth make positive changes in their lives. With an emphasis on youth development, all programs focus on building self-confidence and developing personal assets. With these tools, youth can permanently change the direction of their lives.

While the agency is focused on youth, creating a healthy, safe community requires that people in all age groups receive the support they need. For this reason, Bill Wilson Center also offers services for adults and families. Bill Wilson Center opened in 1973 and is named for one of the founders of the organization, a past mayor of the City of Santa Clara.

Project Description

Bill Wilson Center provides year-round services and support groups to gang-influenced youth, 12-24 years of age, that have runaway from home, are not allowed to stay at their parent's home, are living on the streets, or otherwise, do not have shelter. Service Intervention Plans are developed for each youth enrolled in the program. Services consist of case management, weekly support groups, individual and family therapy, substance abuse counseling, educational services, as well as pro-social skill development in a safe and welcoming environment for youth clients. Staff provides structured asset and skill building workshops for youth clients focusing on leadership development, conflict resolution, independent living skills, planning and decision making and positive identity. Staff assists and supports youth clients to access needed medical, educational, social, prevocational, vocational, rehabilitative or other community services.

Twenty-four hour care is available for youth at the Bill Wilson House, the Runaway, and Homeless Youth Shelter, a milieu therapy setting. As part of case management and family counseling, immediate shelter or a "cooling down" period is available for clients to work through their issues and to provide a physical separation from gang culture. Bill Wilson also provides parent support groups for parents and families of youth who are identified as being vulnerable to academic failure, gang involvement, substance abuse, and other behavioral and emotional problems. Staff assists parents to improve the educational home and school environment of the youth, support parents of youth who have or are at risk of dropping out of school, and teach parents how to help their children avoid negative influences such as gangs and drugs.

Location of Services

2nd Street Drop-In Center
691 S. 2nd Street
San Jose, CA 95112

Runaway, Homeless Youth Shelter
2390 The Alameda
Santa Clara, CA 95050

Bill Wilson Center
3490 The Alameda
Santa Clara, CA 95050

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$72,450	\$14,490	\$86,940	20%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System										
<i>Performance Account-ability Model</i>	<i>Logic Model</i>	<i>BEST Evaluation Questions</i>	<i>Bill Wilson Center Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII</i>					<i>Met Target Goals</i>		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	Yes	
			\$72,450		\$14,490	\$86,940	100%	100%		
	Staff	Who were the staff providing services?	Paid FTE	Staff	Years Experience	Years Schooling	Male	Female	Yes	
			0.92		10.4	15.5	10%	90%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes
			55		64%	36%	Medium			
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			0%		0%	3%	80%	17%		
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other		
			5%		18%	64%	14%	0%		
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
			30%		20%	35%	12%	4%		
			Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	
	100%				0%	0%	0%	0%		
	Truancy Case Management				Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery		
0%		0%			0%	0%	0%			
Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year			Actual Hours of Service per Customer	Yes		
		14,085	16,193	115%			294			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds				Yes	
		\$4.47	\$5.37	\$1,317	\$1,581					
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%	
			90%		92%					
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60%		
			Asset development changes		88%	79%	96%			
			Agency selected changes		90%	87%	93%			
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score >1		
			4.3 5.0		Increasing	0.55	Low			

Performance Summary

The program delivered 115% of contracted units of service for the year. Bill Wilson Center exceeded the customer satisfaction target goal for both youth and parent customers with a score of 90% and 92%, respectively. The grantee also achieved the service productivity goal of 60% for both developmental asset and program-specific changes, meaning that desired changes were achieved in each category. Lastly, the service quality demonstrated an increase from the previous year.

Strengths

Bill Wilson Center's work with youth (ages 11 – 24) that are in transition is unprecedented. They strive to provide a safety network and support system to ensure that their immediate needs are met and that their longer term goals are realized in a strategic way. Staff members have developed a seamless service delivery model that brings the service to youth to ensure that they do not get lost in the referral process. The program is designed to re-shape clients leadership skills so that they can focus on their life, create a clearer direction for themselves and have a more positive outlook. All services are youth-centered with an individual and youth-driven approach. Youth are given the opportunity to provide input on all aspects of the program and to participate in all aspects of the program from helping to cook, community service and outreach.

Program staffs are highly trained professionals that have high expectations for their clients and reflect their diversity and lived experiences. Finally, the longevity of staff members continues to offer stability to youth clients participating in the various programs of the Drop-In Center and Homeless Youth Shelter. In particular, the Homeless Youth Shelter staffs have a strong commitment to family reunification with a success rate of over 80%. And the shelter has an "Always a Bed" campaign allowing Bill Wilson Center to serve any youth who are in need of residential services. They have not turned away any youth.

Opportunities for Improvement

Staff members at the Bill Wilson Center believe in on-going professional development and have expressed an interest in receiving more training on youth development, harm reduction, street outreach and how to work with youth that have been identified as high risk for gang involvement. The evaluation team encourages the staff to provide cross-training across programs to share lessons of working in the "trenches" with their respective youth clients and strategies that they felt were most effective when addressing different issues and needs of their target population.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI.



Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Bill Wilson Center	218	187	435	841

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 82%** Because of this program, my success at school (job/training) is better.
- 89%** Because of this program, my understanding of I am and what I can do is better.
- 89%** Because of this program, my ability to communicate is better.
- 93%** Because of this program, my ability to learn new things is better.
- 86%** Because of this program, my ability to connect with adults is better.
- 91%** Because of this program, my ability to work with others is better.
- 86%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 93%** Because of this program, my ability to avoid negative or harmful situations is better.
- 82%** Because of this program, my knowledge about the key health issues (including HIV, pregnancy prevention, STD's) is better.
- 95%** Because of this program, I can resolve conflicts better.
- 86%** Because of this program, I am able to control my anger better.
- 94%** Because of this program, my ability to problem solve is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Good Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		90	78	29	77	274	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
Increase youth parent significant adult communication (as reported by self assessment/pre-post tests) among participants by 25% within the first 90 days of the youth's participation in the program.	Parent/youth reunification rate was 88% this year; with a 50% increase noted in youth/parent communication.
90% of youth participants in the Drop-In Center program will access additional community resources (defined) within 6 months of program services.	Over 90% (92%) of youth at DIC accessed additional community resources (this included medical, legal, job coaching, educational, housing services).
65% of youth participants receiving job development services that gain employment, will maintain that employment for a minimum of at least one month.	72% of the youth who received job development services gained employment for one month or longer.

Success Stories

The Drop-In Center (DIC) opened a Mental Health Clinic (Medi-Cal certified) at the Enclave. Street youth can now access services through the Mental Health Clinic, including intensive case management, mental health therapy, as well as psychiatric, and medication services. Valley Medical Center opened a full-range medical service center at the DIC, for all youth, regardless of whether they have insurance, providing access to an array of medical and psychological services. Over the course of the year, there was a stable increase in the utilization of available services by youth clients.

During the third quarter, there was a major altercation that appeared to be gang-related two blocks from the Drop-In Center. Program staffs were alerted of the fight and went to the scene to intervene. When the police arrived, the combatants fled the scene. Individuals from both sides of the altercation ended up at the Drop-In Center where they received minor first aid for their injuries. The staff was able to connect with some of the youth who were new to the Center and clearly in need of additional assistance, persuading some of them to come back to the Center to receive other services focused on reducing violence in the streets. The Drop-In Center is regarded as a location where all youth of varying circumstances can access services. Youth clients are willing to "leave their colors at the door and not participate in threatening behavior." Between the medical staff and the Drop-In Center staff, the message of "a different lifestyle" was explored, resulting in one youth's willingness to return to the DIC to participate in our Job Readiness Program.

California Community Partners for Youth

The long-term goal of California Community Partners for Youth (CCPY) is to develop a scalable self-sufficient network of regionally integrated community-involving programs that run on the CCPY curriculum and model, to include youth, schools, parents, educators, mentors, public figures and local philanthropic resources throughout the Bay Area - and then to assist other regions in replicating the same results. CCPY has been on campus at Yerba Buena High School in east San Jose since 1999, working each year with over 200 families in San Jose. CCPY's core programs offer on-site, after-school mentoring within the context of proven curriculum, which builds a culture of personal and community accountability, and fosters meaningful long-term relationships with caring and professional adults. Founded by Marijo Franklin, in memory of her son Kevin, and Jeff Bornefeld, a founder of Global Partners for Youth and Community Partners for Youth (CPY) Oregon, CCPY is dedicated to creating a healthy school and community partnership to help educate and support at-risk 9th and 10th grade teens so they stay in school and learn to develop, articulate and achieve personal goals.

Project Description

CCPY provides its Step-Ahead Program to youth who have completed the Step-Up Youth Life Skills program. Volunteer mentors are recruited for the Step-Ahead Program from the Step-Up Adult Mentor program. Youth participants in the Step-Up Youth Life Skills program are gang influenced youth age 14 to 18, who have been referred by schools, social services, community-based organizations and other clients. Adult participants in the Step-Up Adult Mentor program are parents and other adult volunteers. The Step-Up Youth Life Skills program provides significant structure and adult guidance. The Step-Ahead Program is designed to build on a solid base of trust and willingness to try new things. The Step-Ahead Program includes, but may not be limited to: Life Skills Coaching and Mentoring Services, case management, youth group meetings, exploration field trips, and community service learning during the school year, and Youth Groups and other activities throughout the fiscal year.

Location of Services

Yerba Buena High School
1855 Lucretia Avenue
San Jose, CA 95122

Overfelt High School
1835 Cunningham Avenue
San Jose, CA 95122

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$58,600	\$11,700	\$70,300	20%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System									
Performance Account- ability Model	Logic Model	BEST Evaluation Questions	California Community Partners for Youth Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals	
EFFORT	Inputs	What did BEST spend on services?	<div><div>BEST Funds Spent</div><div>Matching Funds Spent</div><div>Total Funds Spent</div><div>Percent of BEST Funds Spent</div><div>Percent of Total Funds Spent</div></div> <div><div>\$58,600</div><div>\$11,700</div><div>\$70,300</div><div>100%</div><div>100%</div></div>					Yes	
	Staff	Who were the staff providing services?	<div><div>Paid FTE</div><div>Staff Experience</div><div>Years Schooling</div><div>Male</div><div>Female</div></div> <div><div>0.75</div><div>7.5</div><div>14.8</div><div>33%</div><div>67%</div></div>					Yes	
	Customers	Who are our children and youth customers?	<div><div>Total Unduplicated Customers</div><div>Male</div><div>Female</div><div>Level of Youth Developmental Assets</div></div> <div><div>95</div><div>46%</div><div>54%</div><div>Medium</div></div> <div><div>0-5 yrs</div><div>6-10 yrs</div><div>11-14 yrs</div><div>15-20 yrs</div><div>Adults</div></div> <div><div>3%</div><div>0%</div><div>21%</div><div>76%</div><div>0%</div></div> <div><div>Asian Pacific Americans</div><div>African Americans</div><div>Latino Americans</div><div>Caucasian Americans</div><div>Other</div></div> <div><div>3%</div><div>0%</div><div>96%</div><div>0%</div><div>0%</div></div> <div><div>Client At-Risk</div><div>Client High-Risk</div><div>Client-Gang Supporter</div><div>Client-Gang Member</div><div>Hard-Core Gang Member</div></div> <div><div>25%</div><div>50%</div><div>10%</div><div>12%</div><div>3%</div></div>					Yes	
	Strategies	What service strategies did we conduct?	<div><div>Personal Development and Youth Support Groups</div><div>Gang Mediation/ Interv/Crisis</div><div>Outpatient Substance Services</div><div>Services for Adjudicated Youth</div><div>Domestic Violence Services</div></div> <div><div>95%</div><div>0%</div><div>0%</div><div>0%</div><div>0%</div></div> <div><div>Truancy Case Management</div><div>Day Education Programs</div><div>Parent Family Support</div><div>Community Gang Awareness</div><div>Unique Service Delivery</div></div> <div><div>0%</div><div>0%</div><div>0%</div><div>5%</div><div>0%</div></div>					Yes	
	Activities	How much services did we provide?	<div><div>Total Planned Hours of Service for the Year</div><div>Total Actual Units of Service for the Year</div><div>Percent of Contracted Services Delivered for the Year</div><div>Actual Hours of Service per Customer</div></div> <div><div>6,107</div><div>11,384</div><div>185%</div><div>120</div></div>					Yes	
	Outputs	How much did the services cost to deliver?	<div><div>Actual Cost per Hour BEST Funds</div><div>Actual Cost per Hour Total Funds</div><div>Cost per Customer BEST Funds</div><div>Cost per Customer Total Funds</div></div> <div><div>\$5.15</div><div>\$6.18</div><div>\$617</div><div>\$740</div></div>					Yes	
	EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	<div><div>Average Satisfaction of Children & Youth (0-100% on 4 items)</div><div>Average Satisfaction of Parents of Youth (0-100% on 4 items)</div></div> <div><div>83%</div><div>92%</div></div>					Yes Satisfaction > 80%
		Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	<div><div>Service Productivity (% of targeted changes achieved minus % missed)</div><div>Child & Youth Report of Changes</div><div>Parent Report on their Child</div><div>Staff Report on Client</div></div> <div><div>Asset development changes</div><div>74%</div><div>77%</div><div>89%</div></div> <div><div>Agency selected changes</div><div>72%</div><div>95%</div><div>93%</div></div>					Yes Service Productivity > 60%
		Service Quality and Reliability	Were our services equally effective for all our customers?	<div><div>Service Quality Score Asset Development Fall 07</div><div>Change in Service Quality</div><div>Reliability of Grantee Questions</div><div>Level of Reliability</div></div> <div><div>2.6</div><div>2.4</div><div>Decreasing</div><div>0.66</div><div>Good</div></div>					Yes Quality Score >1

Performance Summary

During FY 2007-08, the program delivered 185% of its planned units of service. The grantee was successful in meeting its customer satisfaction goals. The program achieved both its developmental asset and program-specific productivity goals. The reliability level is good as is the grantee's service quality score. The grantee's SPI score is high, and they are performing in top tier of their early intervention grantees.

Strengths

The services delivered to youth customers are highly structured and are based on a nationally recognized curriculum that has been proven effective over the last decade. The program has a dedicated and talented staff that builds long-term relationships with their youth customers over time. Youth are highly involved and the program is youth-driven with high levels of participation. Youth, over time, continue to learn to excel and continually raise their expectations for growth and future goals. The mentors and the structure of how the program uses mentors is a model for other programs to review. The mentors are effective and are efficiently used to build on the youth customers' assets.

Opportunities for Improvement

The program's success suggests that the program should expand their fund development efforts to generate additional resources to serve additional youth. The success of the program is rooted in being youth-driven, assisting youth to take responsibility, and keeping their agreements.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
California Community Partners for Youth	198	183	358	740

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 75% Because of this program, my success at school (job/training) is better.
- 90% Because of this program, my understanding of I am and what I can do is better.
- 75% Because of this program, my ability to communicate is better.
- 80% Because of this program, my ability to learn new things is better.
- 70% Because of this program, my ability to connect with adults is better.
- 96% Because of this program, my ability to work with others is better.
- 56% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 68% Because of this program, my ability to develop trust with others is better.
- 85% Because of this program, I can set goals for myself better.
- 65% Because of this program, my ability to give back to the community is better.
- 70% Because of this program, I understand the results of my actions is better.
- 75% Because of this program, I accept support from others better.

Survey Sampling

Survey Sample	How many customers did they survey?						Good Sample Size
		RPR Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		39	79	62	68	248	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
95% of student participants will remain in school during program participation.	99% of Step Ahead were still in school as of the end of the school year.
90% of participating youth will not get arrested during program participation.	100% of youth participants did not get arrested during program participation.

Success Stories

A female gang-impacted participant joined CCPY in her senior year. One of her goals was to graduate high school, but it did not look promising. She was missing about twenty-five (25) credits in addition to the credits she would need to complete during her senior year. Through her hard work and her commitment to graduate, she was able to graduate on time over the summer and applied to Evergreen Valley College. She has joined the CCPY Step Ahead Program and has been supporting youth coming into the program by helping at Community Meetings held over the summer. She has also taken on leadership roles during an intensive camp that was hosted in August.

A high-risk male participant joined the Step Up Program last fall. He commuted at least once a week, after school, from the high school he was attending to another high school site to participate in the program. When he first entered the program, he was very shy and soft spoken. He rarely opened up or dared to try new things. After the program ended, there was a notable difference in his demeanor. Over the summer, he joined the Step Ahead – Creating Brighter Futures program and participated in the camp retreat. One of the activities at the camp retreat was a “trust fall,” which many of his peers were very hesitant to do. He stepped up and voiced that he was willing to try.

Drugs, alcohol, gangs and fights were normal in the daily life of a female gang-impacted participant. At the age of 16, after being expelled from different schools, she joined CCPY with the hope of creating something different with her life. She was not sure of how things would work out, though she knew that she was tired of fighting and watching her back everywhere she went. School was not going well either. Besides getting expelled, she started her junior year with 11.5 credits and no hope to graduate on the normal high school diploma timeline. After 11 months of participating in CCPY, she has made a complete turnaround in her life. She has refrained from fighting, is no longer interested in going to the different schools, and does not look for fights anymore. She stopped using drugs and is committed to living a life that is drug free. Her grades improved and for the first time in high school she received A's and B's, and successfully passed her California High School Exit Examination (CAHSEE) for both English language arts and Math. She enrolled in ESUHSD Adult Education and is working towards completing her General Education Diploma by December of 2008.

Another female participant joined CCPY in September of 2004 after living a life of uncertainty. She was unsure regarding what she wanted to do with her life, had low grades, no trusting relationships and was stressed by many family challenges. As a freshman living in the east side

of San Jose, she started high school hoping to graduate one day, but doubting if she was capable of doing it. At that point in her life, college was not even an option in her eyes. “Only white people go to college,” she used to say. Through her participation in CCPY, she worked hard to pass her classes and complete all the requirements to graduate from high school. During her senior year, she became a mentor for the Alcanzar program, which supports and encourages 8th grade students to achieve their goals and continue their education in high school and college. She graduated in June of 2008 and is now attending Evergreen Valley College.

A male gang-impacted participant was part of the CCPY program for 4 years. He started as a freshman in high school and was a program participant through his senior year. He cut classes, worked a lot and got into trouble. He went out of the country on vacation and did not return until a year later. At times it seemed like he was not going to graduate but he always had dreams and aspirations. He was very energetic and ambitious and he worked very hard to re-enroll at his home high school. As of summer 2008, he received his GED and he and his family moved to a safer neighborhood. He enrolled at Evergreen Valley College where he is associated with the ENLACE program and he is still working to receive his high school diploma.

Eleven (11) of the Step Ahead participants graduated from high school in June 2008. Of those students, six (6) enrolled at a college, five (5) graduates enrolled at Evergreen Valley College and one (1) at San Jose State University.

California Youth Outreach

California Youth Outreach (CYO) was established a quarter of a century ago under the name, Breakout Prison Outreach to provide support and give hope to youth victimized by drug abuse, violence and gang lifestyles. In 2007 – 2008, CYO is dedicated to reaching out to all gang impacted youth, families, and their communities with education services, intervention programs, and resource opportunities that support a healthy and positive lifestyle for current and future generations. The history of this organization’s impact on clients and communities – Santa Clara County, Fresno County, and Alameda County - gives it employees a great deal of pride. This pride is found in the quality of programming.

Project Description

CYO has served the San Jose community with distinction for over twenty-five years and is currently located at 224 North 27th Street, straddling downtown San Jose and East San José. Services such as case management and the alternative school, “Pathfinder” are located at the headquarters. In addition, gang mediation and recreational programs are offered to high-risk, gang involved youth at numerous school and community locations.

CYO’s primary goals are to reduce gang involvement and criminal behavior in a target population that includes youth 13-20 years old. To accomplish these goals, CYO employs a variety of proven strategies:

- Creating alternatives for youth that have been denied or have exhausted all other resources due to gang affiliations
- Personal development services such as life skills training inside Juvenile Hall
- Care and support services to youth who are trying to transition out of gang lifestyles
- Aftercare and re-entry services to formerly incarcerated youth
- Leadership development services such as mentoring and recreation activities
- Youth, parent & community education programs regarding the dangers of gang lifestyles
- Intelligence sharing, cooperation and support with local law enforcement agencies
- Gang awareness trainings and capacity building workshops for juvenile justice practitioners and stakeholders
- Gang intervention, mediation and crisis response services

Location of Services

California Youth Outreach Offices
224 North 27th Street
San Jose, CA 95116

Cathedral of Faith Horton Youth Center
2315 Canoas Garden Road
San Jose, CA 95125
(for Community Gang Awareness Trainings
And Capacity Building Workshops only)

Silver Creek High School
3434 Silver Creek Road

James Lick High School
57 North White Road

San Jose, CA 95121

William C. Overfelt High School
1835 Cunningham Avenue
San Jose, CA 95122

William F. James Boys Ranch
19050 Malaguerra Avenue
Morgan Hill, CA 95037

Muriel Wright Residential Center
298 Bernal Road
San Jose, CA 95119

Other Foothill and Central Police Division
Hotspots listed under Gang Mediation
Intervention Response Coordination

San Jose, CA 95127

Mount. Pleasant High School
1750 South White Road
San Jose, CA 95127

Santa Clara County Juvenile Hall
840 Guadalupe Parkway
San Jose, CA 95100

Pathfinder Community Day School
224 North 27th Street
San Jose, CA 95116

Foundry Community Day School
258 Sunol Avenue
San Jose, CA 95126

Alum Rock Youth Center
137 North White Road
San Jose, CA 95127

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$432,242	\$103,209	\$535,451	24%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System									
<i>Performance Account-ability Model</i>	<i>Logic Model</i>	<i>BEST Evaluation Questions</i>	<i>California Youth Outreach Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII</i>					<i>Met Target Goals</i>	
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	Yes
			\$432,242		\$103,209	\$535,451	100%	100%	
	Staff	Who were the staff providing services?	Paid FTE		Staff Experience	Years Schooling	Male	Female	Yes
			7.20		11.0	11.3	86%	14%	
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets		Yes
			373		66%	34%	Low		
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults	
			0%		0%	4%	84%	12%	
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other	
			12%		1%	86%	2%	1%	
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member	
			0%		5%	25%	30%	40%	
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			12%		61%	0%	19%	0%	
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery	
			0%		0%	0%	8%	0%	
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer		Yes
			15,498	21,432	138%		57		
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds			Yes
			\$20.17	\$24.98	\$1,159	\$1,436			
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%
			89%		89%				
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60%	
			Asset development changes		79%	85%	93%		
			Agency selected changes		75%	84%	93%		
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score >1	
			3.6 2.0		Decreasing	0.85	Good		

Performance Summary

The grantee's delivery of service reflects 138% of their service for the entire year. CYO is encouraged to monitor their planning and program implementation during the year to more accurately achieve their projected units of service for the year. The grantee's service productivity score exceeded the target goal of 60% for both youth developmental assets and program-specific changes. Both youth and parent customers also indicated that they were satisfied with services, with scores of 89% for both. The service quality scores fell from Fall 2007 to Fall 2008, but still exceeded the target goal.

Strengths

Staff members view themselves as positive, caring adults in each young person's life and know that in some cases they may be the only one. This mentoring component is agency-wide not just available within a program. Because CYO hires staff that have experienced the gang lifestyle and successfully turned their lives around, they can connect with gang involved youth in a genuine approach that builds trusting relationships. This trust is key to successful programming of youth - attendance, participation, and outcomes.

Long-time staff members who have families of their own are creating support groups for fathers focused on responsibility. Mother/daughter programs are already in place to create healthy bonds and provide positive family activities. By building on this personal expertise as successful father and mother role models, CYO staff is strengthening these real families so that youth do not get involved with or further penetrate into the so-called gang 'families'.

CYO's case management services are very intense. Youth participating in any of the CYO programs can be in need of safety net services. They may be in need of a place to live or a job and can count on CYO to "go the extra mile." CYO has the connections, partnerships, and ingenuity to provide these services even when the resources are not always readily available.

Since the hiring of a new Executive Director for CYO in July of 2007, CYO underwent reorganization and updated its strategic plan. During this year, youth intervention, parent gang awareness, and school in-service gang awareness curriculums were updated.

Opportunities for Improvement

Once youth begin to break from the gang lifestyle, mixed programming should be attempted and is encouraged. During recreation activities, ensure that younger siblings that come along with targeted youth clients have specific age-appropriate activities delivered to them that focus on increasing pro-social skills. Also, separate recreation activities for girls should be considered so they have healthy options as well.

The overarching goal and dedication to improving the troubled lives of youth leaves little time for the CYO staff to stay connected as a team. Instituting regular methods for communication so that staff can function more as a team than as individuals will strengthen service delivery and create efficiencies.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
California Youth Outreach	223	192	273	688

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

81% Because of this program, my success at school (job/training) is better.

85% Because of this program, my understanding of I am and what I can do is better.

82% Because of this program, my ability to communicate is better.

76% Because of this program, my ability to learn new things is better.

81% Because of this program, my ability to connect with adults is better.

76% Because of this program, my ability to work with others is better.

80% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

76% Because of this program, my ability to think clearly is better.

77% Because of this program, my ability to ask for help is better.

77% Because of this program, my ability to avoid dangerous situations is better.

74% Because of this program, I am productive more

82% Because of this program, my participation in positive activities is more.

Survey Sampling

Survey Sample	How many customers did they survey?						Excellent Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		176	173	133	175	657	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
CYO will successfully assist over 200 youth to stay in school and/or enroll in school during the contract year.	CYO successfully assisted 215 youth to stay in school and/or enroll in school during the contract year.
Sixty percent of CYO BEST clients will not be re-arrested within the contract year.	85% of CYO BEST Clients did not re-arrest within the contract year.

Success Stories

CYO developed a Gang Awareness DVD for Parents intended to serve as a community resource for wide dissemination. The DVD provides information regarding the early signs or indicators of youth participating in gang activity, patterned after the Level 1 Gang Awareness Trainings and the Parent Awareness Trainings that CYO has offered in the past. The DVD is available in English, Spanish, and Vietnamese.

The Alum Rock Youth Center and the gym at the CYO facility have been used to provide direct service to youth who exhibit high levels of need for assistance. Handball, basketball, lifting weights, and playing board games are examples of activities used to help build relationships with the youth. After a number of sessions with them, some of the youth began to approach the staff to request other assistance that they were either embarrassed to ask for before or were afraid to express to the staff. Some needed food for their families, clothes, and even assistance to find a job. The staff leveraged these opportunities to discuss additional needs that might exist as the youth continued to open up to them. Coordination between staff and case workers at CYO connected youth to the resources that could remedy short-term needs to allow for long-term planning discussions to begin. Case workers are a great resource, not just because of their experience working with youth and adults from similar backgrounds, but also because many of

their clients have experience with the California Department of Corrections and Rehabilitation Youth Facilities in Stockton and the Santa Clara County Juvenile Facilities. CYO provided aftercare services for youth re-entering San Jose after incarceration including school placement, job assistance, and emergency food assistance.

CYO is an active member of the crisis response team, collaborating with other service providers to support victims' families and friends under difficult circumstances. The organization's street outreach efforts have been of assistance in supporting victims and intervening following violent incidents to defuse any potential retaliation.

Catholic Charities of Santa Clara County

Catholic Charities of Santa Clara County serves and advocates for families and individuals in need, especially those living in poverty. Rooted in gospel values, Catholic Charities works to create a more just and compassionate community in which people of all cultures and beliefs can participate.

For over 50 years, Catholic Charities of Santa Clara County has changed lives for good by helping strengthen families and building economic self-sufficiency. Each year, Catholic Charities serves 27,000 poor and vulnerable individuals of all cultures and beliefs through a broad base of programs including housing services, job skills training and placement, older adult services, mental health and substance abuse counseling, financial education, immigration, refugee resettlement, and children and youth services and education.

Project Description

Catholic Charities Youth Empowering Success (YES) Program uses an integrated case management service approach that combines gang intervention, cultural enrichment, social and leadership development, recreation, field trips, counseling support services for youth and their families as well as age and culturally-appropriate support groups to respond to the needs of the community.

The individual counseling offered through the YES Program is designed to facilitate the positive growth and development of youth identified by schools, multi service teams and outside referrals as requiring more intensive services. Youth learn problem solving, communication and anger management skills to mitigate some of the difficulties in their family and peer groups. Specialized assistance in areas such as educational attendance, participation and success, career/vocational planning, legal advocacy, communication skills, family relationship development, interpretation and access services, and positive social competencies are also offered to youth clients.

Age-appropriate support groups for gang-prone youth in and out of high school are facilitated to help youth develop positive peer support networks that are essential for making and maintaining positive changes in their lives. Through the support groups, youth develop improved stress and anger management and problem solving skills that will enable them to face many challenges in the future without needing to resort to or return to their street lifestyles including gang involvement, criminal activities, substance abuse, and other negative behavior. Youth also participate in community service projects designed to help them learn and develop through active participation in thoughtfully organized service experiences. Projects are selected to fulfill actual community needs and to help foster the development of a sense of caring for others.

The truancy case management component provides specialized services to habitual truant youth, ages 12 – 17, and their families. As part of the truancy services, Catholic Charities has worked closely with their target school sites to organize support groups using peer support to encourage youth to attend and continue in school. Transition services and referrals for specialized services such as family relationship development, career/vocational planning and positive social competencies are explored with youth clients.

Through a collaborative effort established during Cycle 16 between San José BEST, ESUHSD and the Santa Clara County's District Attorneys Office (SCCDA), Catholic Charities provides life skill presentations to truant youth mandated to attend Saturday School at Independence High School. Catholic Charities presentations focus on increasing youth developmental assets through life development workshops.

Catholic Charities also provides gang mediation and intervention services to address potentially volatile gang-related situations in both the Southern and Western Divisions as requested by the Mayor's Gang Prevention Task Force. Additionally, program staff offers community gang awareness trainings and capacity-building workshops on topics such as: how to identify gang members, gangs and the law, why youth join a gang, gang behaviors, and gangs in Santa Clara County. Presentations focus on prevention activities that youth-serving agencies and the community-at-large can promote to reduce gang membership.

Location of Services

Del Mar High School
1224 Del Mar Avenue
San Jose, CA 95128

Silver Creek High School
3434 Silver Creek Road
San Jose, CA 95121

James Lick High School
57 N. White Road
San Jose, CA 95127

East Side Truancy Abatement and Burglary
Suppression (TABS)
680 S 34th Street
San Jose, CA 95122

Andrew Hill High School
3200 Senter Road
San Jose, CA 95111

Overfelt High School
1835 Cunningham Ave
San Jose, CA 95122

Fischer Middle School
1720 Hopkins Dr
San Jose, CA 95122

Sylvandale Middle School
653 Sylvandale Ave
San Jose, CA 95111

Washington United Youth Center
921 South First Street
San Jose, CA 95110

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08	Matching			
	BEST Funds Granted	Funds	Total Funds	Percent Match
	\$284,760	\$69,916	\$354,676	25%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System										
<i>Performance Account-ability Model</i>	<i>Logic Model</i>	<i>BEST Evaluation Questions</i>	<i>Catholic Charities of Santa Clara County Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII</i>					<i>Met Target Goals</i>		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	No, grantee fell short of spending their total funds	
			\$284,760	\$54,140	\$338,900	100%	96%			
	Staff	Who were the staff providing services?	Paid FTE	Staff	Years Experience	Years Schooling	Male	Female	Yes	
			4.20		9.9	12.9	63%	38%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes
			354		62%	38%	Low			
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			12%		1%	10%	77%	0%		
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other		
			12%		2%	79%	4%	4%		
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
			10%		90%	0%	0%	0%		
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services		Yes
			44%		28%	0%	0%	0%		
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery		
			16%		0%	0%	11%	0%		
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year			Actual Hours of Service per Customer	Yes	
			19,396	32,461	167%			92		
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds				Yes
			\$8.77	\$10.44	\$804	\$957				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%	
			85%		90%					
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client		Yes Service Productivity > 60%	
			Asset development changes		69%	81%	78%			
			Agency selected changes		67%	81%	74%			
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability		Yes Quality Score >1	
			2.1 2.0		Decreasing	0.78	Good			

Performance Summary

Catholic Charities delivered 167% of contracted units of service for the year. This grantee is highly encouraged to monitor their planning and program implementation during the year to more accurately achieve their contracted units of service for the year. Both youth and parent customers indicated that they were satisfied with services, with customer satisfaction scores of 85% and 90%, respectively. The grantee also achieved its developmental asset and program-specific productivity goals. The service quality score fell slightly from the previous year, but is still greater than the goal of one.

Strengths

Catholic Charities Fa'atasi curriculum and the REACH model are designed to work with youth that are most at risk for involvement in high risk behavior. The REACH model which stands for Redirect, Empower, Acknowledgement, Connecting/Challenging and Healing Process was designed to redirect how young people think. And the strength of the model begins with staff and their approach to working with youth and families. The REACH model is complementary to the Fa'atasi curriculum which aims to empower, engage and inform youth clients through the interactive workshops.

Program staffs deliver services to youth and their families in a respectful manner that humanizes their clients' lived experiences. They work tirelessly to bridge the gaps that exist between youth, families and the community at large. Staff members are trained to not identify or label youth participants, because their program design is strength-based, and they believe in the possibility that all youth can change. The Catholic Charities team is universal in their ability to work with youth from diverse backgrounds. Their passion is palpable, and they know that they play a strong role in their clients' lives. It is because of their commitment to see their clients thrive that they set high expectations, acknowledge where the youth are when they enter, hold them accountable, challenge them as leaders, allow room for them to make mistakes, provide structure with love, communicate, don't take things personal and are open to learning from the youth.

Opportunities for Improvement

Program staffs are commended for their commitment to ensuring that clients' immediate and long-term needs are met as part of intervention services. Their commitment to ensuring that client needs are met requires program staff to be responsive to clients around the clock, even when they are stretched to capacity. It is recommended that program staff use these challenges as learning opportunities to teach program participants healthy boundaries, problem solving and self-sufficiency. Furthermore, staff experience "burnout" that in the long-run hinders their ability to perform to their fullest potential. Lastly, program staff indicated that further training in substance abuse would increase their ability to better address this issue with clients when it arises.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm



Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Catholic Charities-YES	237	192	294	723

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 64%** Because of this program, my success at school (job/training) is better.
- 76%** Because of this program, my understanding of I am and what I can do is better.
- 72%** Because of this program, my ability to communicate is better.
- 63%** Because of this program, my ability to learn new things is better.
- 70%** Because of this program, my ability to connect with adults is better.
- 65%** Because of this program, my ability to work with others is better.
- 64%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

64% Because of this program, my ability to resolve conflicts is better.

64% Because of this program, my motivation to attend class regularly is better.

58% Because of this program, I get along with my family better.

76% Because of this program, my ability to make positive choices is better.

64% Because of this program, I am able to express my feelings better.

76% Because of this program, my ability to set goals for the future is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Excellent Sample Size
		RPRASurvey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		241	233	124	224	822	

Note: RPRAS is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
80% of truant youth participate will demonstrate improvement in their attendance by the end of the 90-day program	No outcome data reported in fourth quarter report.
80% of youth participants will connect w/ their school counselor or teacher to address school success w/in the 90-day program cycle.	No outcome data reported in fourth quarter report.

Success Stories

One particular highlight during the year was a presentation at Independence High School conducted by Truancy staff, which was attended by 117 students. These outreach events have allowed staff to reconnect with past students, connect with prospective clients, and continue to foster strong relationships with school staff members.

Many clients have demonstrated behavior changes at home and school, expressed desires to make smart choices and showed improved school attendance and academic performance. Several youth in the Fa'atasi program graduated and expressed gratitude to staff for helping them to follow through with the program. For many of these youth, completion of the program was the first monumental goal they had ever accomplished.

A female program participant was awarded the "Turn Around Scholarship" from the local Kiwanis Club in May. The scholarship provided the youth with \$1,000 for four years towards her college education, as well as with a "life-long mentor" to provide support and guidance. The youth thanked Catholic Charities for supporting her to succeed in making changes in her life.

Staff provided links to resources for many of the youth and their families who were in need of assistance. Staff provided referrals to legal aid services for families in need, gift cards for groceries and school supplies, and helped a family in need apply for social service assistance.

The support groups combined to take their youth on joint fieldtrips (such as a fieldtrip to the Washington United Youth Center). The youth enjoyed this fieldtrip and learned about the programs and services offered at the center. Additionally, youth participated in other field trips, including river rafting and trips to the San Francisco Museum of Modern Art. Youth expressed to staff that they had never had the opportunity to go on trips such as these due to economic limitations and were extremely interested in learning as much as possible from their experiences through the field trips. The field trips also allowed the youth to strengthen their social support networks and team building skills, encouraging them to create strong supportive relationships with staff and their peers.

Center for Training and Careers

The mission of the Center for Training and Careers, Inc. (CTC) is to improve the quality of life for youths and adults. Founded in 1977, CTC's charter is to provide employment and education programs to residents of Santa Clara County. CTC was established to develop and enhance employment opportunities and job placement for the educationally and economically disadvantaged in the regional community. Every year, CTC successfully trains and places hundreds of highly productive employees throughout the Bay Area. This is the direct result of involving business leaders in the development of CTC training programs. CTC also works individually with clients to design programs that prepare trainees for specific positions within their company. By working so closely with industry, CTC has been able to design state-of-the-art, hands-on training environments that enable newly hired graduates to make swift and measurable contributions. This valuable partnership ensures highly skilled, reliable, and--most important--profitable new employees.

Project Description

CTC provides a day education program (21st Century) for at-risk youth who reside within the East Side Union High School District and San Jose Unified School District boundaries. The program is designed for youth that have been repeatedly suspended or who have been expelled from school. General Education Development (GED) instruction and proficiency testing is available for students, and students also have access and instruction in the computer lab. Support services include assessment, goal setting, and crisis counseling, as well as comprehensive individual, group, and family counseling services. Students also participate in field trips, special events, and awards ceremonies. Lastly, CTC provides job preparation and career planning workshops, job referrals and placements, and follow-up services.

Location of Services

Center for Training & Careers, Inc.
1600 Las Plumas Avenue
San Jose, CA 95133

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$63,000	\$12,600	\$75,600	20%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System									
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Center for Training and Careers Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals	
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	Yes
			\$63,000		\$12,600	\$75,600	100%	100%	
	Staff	Who were the staff providing services?	Paid FTE Staff		Years Experience	Years Schooling	Male	Female	Yes
			2.33		12.2	16.6	17%	83%	
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets		Yes
			91		69%	31%	Medium		
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults	
			0%		0%	0%	92%	8%	
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other	
			11%		6%	75%	7%	2%	
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member	
			0%		40%	57%	3%	0%	
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			0%		0%	0%	0%	0%	
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery	
			0%		100%	0%	0%	0%	
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer		Yes
			17,729	27,173	153%		299		
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds			Yes
			\$2.32	\$2.78	\$692	\$831			
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%
			85%		95%				
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	No < 60% Just missed asset development service productivity	
			Asset development changes		53%	89%	66%		
			Agency selected changes		67%	100%	74%		
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score >1	
			2.8 2.0		Decreasing	0.77	Good		

Strengths

The program assists youth to “see their future” by completing the GED to graduate from high school. The program has dedicated and caring support staff and teachers who provide a loving environment for youth. The program was very successful this year in assisting 30 students to in passing their GED tests. The support system is very important and the support provided to the youth is strengths-based, assisting them to overcome any obstacles to meet the goal of passing their GED exams. The staff continues to go above and beyond their basic education mission to assist the youth to solve other problems they face during their enrollment. The staff and program is successful at changing youths’ mindset and attitudes about their expectations for their future.

Opportunities for Improvement

The program needs to document their match from East Side Union High School District so that the success they are having can be duplicated by other service providers and schools. The program has the opportunity to expand if additional referrals are provided by the school district. With CTC moving into their new building, a plan should be developed to double the enrollment in the GED program in the future. CTC staff should do some outreach to the schools to identify some of the numerous students who are dropping out of school in their senior year and see if they are interested in a GED program.

Performance Summary

The program delivered 153% of its planned units of service for the year. It is recommended that CTC monitor their program implementation and planning throughout the year to ensure that they are closer to their planned units of service by the end of the program year. Both youth and parent customers indicated that they were satisfied with services. However, the grantee fell just short of the 60% goal for youth-reported developmental asset productivity. Parent-reported changes did meet the goal, as did the youth-reported program-specific measure. The service quality score decreased from last year, but the reliability was good.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Center for Training Careers	219	166	329	714

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 60% Because of this program, my success at school (job/training) is better.
- 53% Because of this program, my understanding of I am and what I can do is better.
- 40% Because of this program, my ability to communicate is better.
- 73% Because of this program, my ability to learn new things is better.
- 60% Because of this program, my ability to connect with adults is better.
- 47% Because of this program, my ability to work with others is better.
- 40% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 53% Because of this program, my self-awareness is better.
- 47% Because of this program, my participation in class is better.
- 80% Because of this program, my understanding of career paths is better.
- 93% Because of this program, my chances of completing my GED are better.
- 60% Because of this program, my attendance at school is better.

Survey Sampling

Survey Sample	How many customers did they survey?	RPR Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Good Sample Size Need to increase parent surveys
		51	42	9	66	168	

Note: RPR is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
During 2007-08, 35 youth will obtain their GED within program year.	During 2007-08, 30 CTC youth participants obtained their GEDs.
25 percent of youth who obtain their GED will go on to post secondary education.	35% of youth that successfully obtained their GED went onto pursue a post secondary education (four into community college and seven into vocational). training.

Success Stories

Program participants attended the Work2Future and CTC's Resource and Job Fair held in February 2008. Various workshops were offered related to financial literacy, tax preparation, entrepreneurship, résumé writing and job retention. By participating in the resource fair, participants were able to gather information from over 20 community agencies. Many spoke to employers and completed job applications.

A women's empowerment workshop was offered in March for 24 young women, which included students from the Medical Billing and Coding class and the WEMA program. The impetus for the class was due to some conflict between the women. The workshop helped students to develop their communication skills and explore different ways to work together.

A Job Fair, in collaboration with other community based organizations, was hosted by CTC, in which 370 youth participated in workshops covering topics such as résumé writing, the dress for success clothing bank, self confidence, communication, and interviewing skills.

Thirty (30) youth obtained their General Education Diploma over the course of the year. Eleven (11), or thirty-five percent (35%), of the youth who obtained their GED went on to postsecondary education. Four program participants enrolled in community college and seven enrolled in vocational training programs.

Crosscultural Community Services Center

Through the interdynamic, interdependent, evolving matrix of educational services and ethnically focused community support, Crosscultural Community Services Center CCSC strives to build a bridge that reaches out to the disenfranchised, allowing them to cross over into sustainable self-independence within the greater society of Santa Clara County.

Over the years, through the hard work and dedication of the diverse past and present board members, the staff, and many generous friends, CCSC has experienced a significant increase in the variety of services offered to the community. Today, the original Silicon Valley "chapter" of CCSC exists as it's own entity, and is known for its quality service to the families and children in need in the Silicon Valley.

Project Description

CCSC provides specialized services to habitual truant youth, ages 12 – 17, and their families. As part of the truancy services, CCSC works closely with their target school sites to organize support groups using peer support to encourage youth to attend and continue in school. Transition services and referrals for specialized services such as family relationship development, career/vocational planning and positive social competencies are explored with youth clients.

Through a collaborative effort established during Cycle 16 between San José BEST, ESUHSD and the Santa Clara County's District Attorneys Office (SCCDA), CCSC provides time management presentations to truant youth mandated to attend Saturday School at Independence High School with an emphasis on increasing their developmental assets.

Location of Services

CCSC Office
2296-A Quimby Road
San José, CA 95122

Mt. Pleasant High School
1750 South White Road
San Jose, CA 95127

West Side Truancy Abatement and Burglary
Suppression (TABS) Center
2175 Lincoln Avenue; Rm 15
San José, CA 95125
Ocala Middle School
2800 Ocala Avenue
San Jose, CA 95148

Client's Home

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$63,000	\$15,100	\$78,100	24%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System											
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Crosscultural Community Service Center Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals			
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent Percent of Total Funds Spent		Yes		
			\$63,000		\$15,100	\$78,100	100%	100%			
	Staff	Who were the staff providing services?	Paid FTE		Staff Experience	Years Schooling	Male	Female	Yes		
			2.38		3.0	14.7	67%	33%			
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes	
			53		47%		53%	Low			
			0-5 yrs		6-10 yrs		11-14 yrs		15-20 yrs		Adults
			0%		0%		6%		94%		0%
			Asian Pacific Americans		African Americans		Latino Americans	Caucasian Americans			
			2%		0%		57%	2%			
			Client At-Risk		Client High-Risk		Client-Gang Supporter	Client-Gang Member			Hard-Core Gang Member
			64%		30%		6%	0%			0%
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth		Domestic Violence Services	Yes	
			0%		0%	0%	0%		0%		
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness		Unique Service Delivery		
			100%		0%	0%	0%		0%		
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year			Actual Hours of Service per Customer	Yes		
1,575			1,725	110%			23				
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds				No		
		\$36.52	\$45.28	\$1,189	\$1,474						
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)				Average Satisfaction of Parents of Youth (0-100% on 4 items)		Yes Satisfaction < 80%		
			82%		87%						
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client		Yes Service Productivity < 60%		
			Asset development changes		77%	70%	81%				
			Agency selected changes		85%	73%	77%				
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability		Yes Quality Score >1		
Fall 08			Increasing	0.38	Low						

Performance Summary

The program delivered 110% of its planned units of service for the year. The grantee met the customer satisfaction goals for both youth and parent customers. CCSC asset development and program-specific productivity scores achieved the target goal of 60%. The service quality increased significantly from last year; however, their reliability is low. The evaluators will work with grantee to achieve greater reliability.

Strengths

CCSC has a long history of serving new immigrants, specifically, the Latino and Vietnamese immigrant communities. They provide educational services in an ethnically focused approach by hiring staff that are both bicultural and bilingual. Program staff work on building bridges for immigrant families that have yet to learn how to successfully maneuver through the school system. Parents and their children face communication barriers and cultural barriers that hinder youth clients from receiving support services. CCSC serves as a mediator for many families and communicates with academic counselors and teachers to model for youth clients and families how to advocate for themselves and their educational needs. The program design includes sending informational letters in Vietnamese and Spanish to parents explaining truancy issues facing their child. This has resulted in a greater parent response to reach out to CCSC truant staff.

CCSC was successful this year with organizing group sessions at Independence High School for youth that were identified and referred for truancy issues. Staff were able to create a safe space for youth to talk about everyday life issues while building a network of friends amongst peers.

Finally, CCSC staff are commended for documenting how they deliver services to clients from intake to exit to ensure continuity of services if the program faces staff turnover. The “Life of a Case” documents all strategies and activities that are delivered to clients during their participation in the program.

Opportunities for Improvement

CCSC staff have identified that many of their clients struggle with their self-worth and have difficulty not allowing their friends to influence their choices and decisions. Program staff are encouraged to integrate into their group sessions and case management meetings with clients a “choices and consequences” workshop for their clients. To work with their clients to get engaged in pro-social kinds of activities that will enable them to feel part of a group and experience a greater sense of self and purpose. Finally, it is recommended that the CCSC truancy program continue to develop their curriculum and plan their program implementation schedule during the summer to ensure they meet their desired goals and outcomes during the year.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm

Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Cross-Cultural Community Service Center	176	190	307	673

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 89%** Because of this program, my success at school (job/training) is better.
- 56%** Because of this program, my understanding of I am and what I can do is better.
- 63%** Because of this program, my ability to communicate is better.
- 82%** Because of this program, my ability to learn new things is better.
- 93%** Because of this program, my ability to connect with adults is better.
- 82%** Because of this program, my ability to work with others is better.
- 78%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

89% Because of this program, my attendance at school is better.

67% Because of this program, my relationship with my parents is better.

100% Because of this program, I understand when I need to get help.

78% Because of this program, my self-confidence and self-respect are better.

89% Because of this program, my ability to make good choices is better.

89% Because of this program, I expect adults to care about me and help me more.

Survey Sampling

Survey Sample	How many customers did they survey?						Good Sample Size
		RPR Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		25	51	52	64	192	

Note: RPR is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
50% of youth participants will increase their school attendance.	No outcome data reported in fourth quarter report.
35% of the families of the youth participants will increase their involvement by taking proactive steps to positively influence their children truancy issues.	No outcome data reported in fourth quarter report.

Success Stories

The grandfather of a senior at a target high school came to CCSC for help and explained the situation that his granddaughter found herself in. After meeting with the female youth over a period of time, a trust-based relationship and rapport was developed which allowed her to discuss some of the problems she was having at home and school. By connecting with a caring adult, building a trust-based relationship, and developing a rapport over time, youth are receptive to guidance and alternatives to unhealthy behaviors resulting in improvements in behavior, attendance, and academic performance.

CCSC launched a bi-weekly support group at Independence High School. Youth clients come to the group to discuss their challenges and needs that were related to school and the home. At each group meeting, different topics were introduced ranging from problem solving to setting and achieving long/short term goals. The support groups gave clients the tools to improve themselves, their circumstances, and their community.

Eastfield Ming Quong (EMQ) Children and Family Services

The mission of EMQ Family First is to work with children and their families to transform their lives, build emotional, social and familial well-being, and to transform the systems that serve them. EMQ's predecessor organizations began serving California's children and families dating back to 1867. In 1987, following a merger, the organization adopted the name Eastfield Ming Quong, more commonly known as EMQ Children and Family Services. EMQ provides a broad continuum of mental health services, including residential treatment, school-based day treatment, 24-hour crisis intervention, community-based wraparound care, child sexual abuse treatment, therapeutic foster care and substance abuse prevention/education, as well as outpatient and in-home services.

EMQ's Family First provides access to children and families seeking assistance relative to mental health and substance abuse. Through a school-based approach, EMQ offers a range of services to identify high-risk behaviors, school strengths, and existing community-based organizations and partners to support children and families to transform their lives. Services are also available as needed in the student's home or in the community, and are provided in the evening or on the weekend if appropriate.

Project Description

EMQ's Addiction Prevention Services (APS) believes that services must include students, parents, staff and the local community to be effective. APS endorses approaches that are developmentally appropriate and culturally sensitive, and that incorporate asset development as a core concept. APS intervention counselors provide weekly support to target schools using best practice service strategies and models. Services are provided at three levels:

Universal services (Level 1, targets all students in the school), *Selective* services (Level 2, targets populations that have been identified as at risk) and *Indicated* services (Level 3, for high-risk populations who are showing signs of problems). By targeting the high-risk behaviors that have been identified at each selected school, the development of alcohol and drug using behaviors can be reduced. Students are self-referred or referred by school staff, parents or other service providers. APS provides prevention education classroom presentations, HiRAP groups, individual counseling, support to families with children involved in high risk behavior and parent & teacher education.

Location of Services

Oak Grove High School
285 Blossom Hill Road
San Jose, CA 95123

W. C. Overfelt High School
1835 Cunningham Avenue
San Jose, CA 95122

Broadway High School
4825 Speak Lane
San Jose, CA 95118

Santa Teresa High School
6150 Snell Avenue
San Jose, CA 95123

Services are primarily offered on the individual school campuses and during normal school hours, 8 am to 4 pm. Services are also available as needed in the student's home or in the community, and can be provided in the evening or on the weekend if appropriate.

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$77,000	\$45,403	\$122,403	59%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System									
Performance Account- ability Model	Logic Model	BEST Evaluation Questions	EMQ Children and Family Services Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals	
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	No, grantee did not spend 100% of their BEST or Matching Funds
			\$57,586		\$31,331	\$88,917	75%	73%	
	Staff	Who were the staff providing services?	Paid FTE		Staff	Years Experience	Years Schooling	Male	Female
			1.21			2.5	15.0	0%	100%
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets		
			89		49%	51%	Low		
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults	
			0%		1%	4%	95%	0%	
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other	
			10%		2%	80%	8%	0%	
			Client At-Risk		Client High- Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member	
			10%		60%	30%	0%	0%	
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	
			0%		0%	100%	0%	0%	
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery	
0%			0%	0%	0%	0%			
Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year		Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer		
		4,912	5,968		121%		67		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds		Cost per Customer BEST Funds	Cost per Customer Total Funds		Yes	
		\$9.65	\$14.90		\$647	\$999			
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				No Satisfaction < 80%
			76%		85%				
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client		Yes Service Productivity < 60%
			Asset development changes		64%	70%	87%		
			Agency selected changes		65%	79%	85%		
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07		Fall 08	Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score >1
			1.5		1.9	Increasing	0.67	Good	

Performance Summary

The program completed 121% of contracted services for the year. Youth and parent customers indicated that they were satisfied with services with customer satisfaction scores of 76% and 85%, respectively. The grantee achieved its goal of 60% productivity for youth-reported developmental asset changes and for program-specific measures. The service quality score showed an increase from last year and the reliability was good.

Strengths

The grantee is successful at delivering strengths-based intervention programs to schools, students, and their families who are showing high-risk behaviors. The program successfully provides support services for youth and their families who have demonstrated the potential for substance abuse and other high-risk behaviors. The program is effective in reducing harm by assisting youth to recognize viable alternatives to high-risk behaviors. The youth are demonstrating behavioral improvements. The staff is hard working, committed, and caring about their youth customers. The staff builds strong relationships with the youth. The program also assists the youth customers to stay in school. The program and curriculum is based on “best practices” and is working well in the schools. Among the strengths of the curriculum are its versatility, flexibility, strengths-based approach, and the fact that it builds on youth developmental assets.

Opportunities for Improvement

The program’s success should assist the program in their fund development. New funding sources need to be researched, cultivated, and leveraged. The program should consider new strategies to encourage parents to provide feedback on their satisfaction and effectiveness of the services provided to their child. The program’s success at working with youth in groups should be disseminated to other drug/alcohol prevention service providers.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention

services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
EMQ Children & Family Service	204	203	258	665

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 60% Because of this program, my success at school (job/training) is better.
- 76% Because of this program, my understanding of I am and what I can do is better.
- 60% Because of this program, my ability to communicate is better.
- 65% Because of this program, my ability to learn new things is better.
- 55% Because of this program, my ability to connect with adults is better.
- 66% Because of this program, my ability to work with others is better.
- 68% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 75% Because of this program, my knowledge of the negative effects of drugs, alcohol, and other addictive behaviors is better.
- 59% Because of this program, I am able to identify and communicate my feelings better.
- 51% Because of this program, I can identify and manage my anger better.
- 76% Because of this program, my ability to make healthy decisions for myself is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Need to Increase Sample Size of Parents, Staff and Youth RPRA
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		33	182	41	92	348	

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
70% of our Youth Core Group Participants will report a decrease in high risk behavior by the end of the service.	70% of Youth Core Group Participants reported a decrease in high risk behavior at the end of program services.
60% of our Youth Core Group Participants will establish a connection with a least 2 safe adults by the end of the service.	60% of Youth Core Group Participants established a connection with a least 2 safe adults at the end of program services.

Success Stories

The EMQ counselor at Overfelt High School started three groups in Spanish for female youth and met with parents on a regular basis. The counselor assisted youth and family clients to find housing and additional resources for families who were homeless.

EMQ hosted a Gang Prevention Parent Night for San Jose Unified School District at Hoover Middle School, in which 60 parents participated. The presentation was in Spanish and the 12 English-speaking parents all had head phones for their translation.

A female youth client had a difficult time getting motivated, because she was an immigrant from Mexico and felt that she could not further her education after graduating from high school. The school counselor and youth participant conducted research and discovered that she could go to the community college to further her dreams, leading her to enroll after graduation.

At Santa Teresa and Oak Grove, EMQ facilitated a successful parent training with over 60 parents, teachers and administrators in attendance. The training focused on prevention and intervention related to drugs and alcohol use, as well as communication with youth regarding these tough issues.

A female youth at Overfelt overcame significant barriers to graduate from high school. She was behind in academic credits and was not attending school on a consistent basis as a result of mental health issues that she was experiencing. With individual counseling, she was able to set attainable goals and get back on track academically and personally. She graduated and is now enrolled in a local community college.

Family and Children Services

Since 1948, Family & Children Services has provided health and human services to children, teens, adults, and families in San Mateo and Santa Clara counties. Their mission is to build strong, safe, and self-sufficient individuals, families, and communities. The agency offers a wide variety of comprehensive and affordable counseling, education, and prevention programs. Each year, approximately 8,000 individuals make use of their services.

Project Description

Family and Schools Together (FAST) model is a highly collaborative, early intervention program for families of children who are identified as being vulnerable to academic failure, gang involvement, substance abuse, and other behavioral and emotional problems. FAST brings together students, their families, and appropriate school representatives in a supportive, positive environment to increase communication within families and between the family and the school, in order to reduce the likelihood of unhealthy behavior and poor choices by the youth.

The program is family focused and serves those youth referred and/or impacted by poor academic performance, behavioral problems, known or suspected incident of violence, substance abuse, or gang involvement, and/or poor communication between the family and school. The FAST team is comprised of highly qualified professionals including a mental health, school, parent, alcohol and drug, recreation, and childcare partner. The program is highly structured, interactive, and culturally and linguistically appropriate. Weekly sessions include a family meal, communication games, play therapy, and parent/youth-specific activities. Parents and youth are engaged and served during the same time – which yields a shared experience and opportunities for healthy exchange. The program seeks to: 1) enhance family cohesion and communication; 2) promote the child's success in school; 3) prevent substance abuse by youth and to strengthen the parent youth bond; and 4) enhance social support networks for youth and family via a two year follow-up program component.

Location of Services

McKinley Elementary School
651 Macredes Avenue
San Jose, CA 95116

Seven Trees Elementary School
3975 Mira Loma Way
San Jose, CA 95111

Kennedy Elementary School
1602 Lucretia Avenue
San Jose, CA 95122

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$79,674	\$44,137	\$123,811	55%



FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System							
Performance Accountability Model	Logic Model	BEST Evaluation Questions	Family and Children Services Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII				
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent
			\$63,363	\$36,101	\$99,464	80%	80%
	Staff	Who were the staff providing services?	Paid FTE	Staff	Years Experience	Years Schooling	Male
			1.29		12.0	16.0	0%
	Customers	Who are our children and youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets	
			146	41%	59%	High	
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Adults
			40%	44%	12%	4%	0%
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other
			0%	0%	100%	0%	0%
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member
			72%	20%	8%	0%	0%
EFFECT	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups	Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services
			0%	0%	0%	0%	0%
			Truancy Case Management	Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery
			0%	0%	100%	0%	0%
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer
			6,096	6,573	108%		45
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds	
			\$9.64	\$15.13	\$434	\$681	
	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)		Yes Satisfaction > 80%
			88%		90%		
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client
			Asset development changes		73%	84%	90%
			Agency selected changes		71%	90%	99%
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability
			1.6 1.6		Same	0.59	Good

Performance Summary

The program completed 108% of contracted services for the year. The youth and parents satisfaction scores were high at 88% and 90%, respectively. The grantee's youth and parent-reported service productivity scores – for both developmental asset and program-specific measures exceeded the target goal of 60%. The service quality score remained the same from the previous year and exceeded the goal. The program-specific questions were reliable.

Strengths

Family and Children Services strives to build strong, self-sufficient individuals, families and communities by delivering early intervention services to primary-aged children that have been identified as at-risk emotionally, academically and/or behaviorally. The FAST Program empowers parents by building their self-esteem and parenting skills and teaching them how to identify and address at-risk behavior in its earliest stages. Their eight-session model teaches parents how to help with their children's homework and literacy levels. Parents are taught how to be their child's primary teacher and educational advocate. Because of the programs' emphasis on helping parents support their child's academic success, many children improve their grades. Simultaneously, parents learn how to spend quality time with their children and as a by-product, the communication between the parent and their child is strengthened.

An added benefit to parental participation in the FAST Program is the peer support that is fostered between parents – creating a community where parents can share their concerns, empower one another, hold each other accountable and solve their own problems.

Program staffs are passionate and it is reflected in their availability to the children and parents they serve to provide case management or provide translation services for parents with their child's teacher.

Opportunities for Improvement

Although the FAST Program has a strong parental requirement, the majority of the parents that participate are the mothers of the children participants. Staff are encouraged to collaborate with other programs that target working with fathers to share outreach and recruitment strategies and to learn how other programs address the issue of low attendance and participation. FAST may consider recruiting male staff members that have experience working in this field to work with fathers that might demonstrate apprehension in participation.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how

it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Family Children Services- FAST	106	154	270	530

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets (Child)

87% This program makes my school work easier.

70% This program helps me get along with adults better

81% This program helps me learn new things better.

78% This program helps me stay safe better.

87% This program helps me get along with other kids better.

83% This program makes me feel good about myself better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors (Child)

84% This program helps me get along with my family better.

75% This program helps me do my homework.

69% This program gets makes me attend school.

Survey Sampling

Survey Sample	How many customers did they survey?						Need to Increase Youth and Parent Sample Size
		RPR Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		70	61	34	177	342	

Note: RPR is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
At least 65% of the parents participating in the program will make contact with their child's teacher during their FAST cycle.	90% of the parents participating in the program made contact with their child's teacher during their FAST cycle.
At least 65% of the families participating in the program will self report an improvement in relationship with FAST child at closing of their FAST cycle.	90% of the families participating in the program self-reported an improvement in the relationship with their child by closing of their FAST cycle.
At least 65% of the FAST children will demonstrate as reported by parents an increase in prosocial behavior at home and school at closing of their FAST cycle.	80% of the FAST children demonstrated as reported by their parents an increase in prosocial behavior at home and school by closing of their FAST cycle.

Success Stories

One of FAST's family clients, a mother and seven children came from a domestic violence situation and overwhelming stressors. The mother struggled to find time to spend with her children and was very concerned about two of her teen boys who were becoming attracted to the gang lifestyle. FAST assisted the mother to take pause and reflect on different strategies and approaches to manage daily responsibilities while also spending time with her seven children to provide love, care, and support. During a program activity, the mother read aloud a heartfelt letter she had written to her children. Toward the end of the session, the mother stood up and said "I want to thank the FAST staff for holding my hand and allowing me to grow as a mother and woman. I think that after this, I'm ready to take charge of my life and children. I refuse to be that shy woman who allowed her husband to abuse me. My children are my life, and I'm going to do everything in my power to give them the best of me."

The families at McKinley School demonstrated their commitment to their children's education and community. Franklin-McKinley School District was impacted by school budget cuts resulting in McKinley School reducing after school program offerings for the youth in the area. Given the high level of need in the geographic area, the parents from McKinley decided to help the school raise funds for after school activities. Parents held a flea market in May 2008 that generated \$550 of profit. The parents also contacted other local agencies in their community to collaborate on a second flea market during the fall of 2008.

In addition, the parents took pride in their children's school facility. The parents donated their time to plant new flowers at McKinley School and coordinated a rotating schedule amongst themselves to water the plants on a daily basis. The parents at McKinley were excited to demonstrate to their children their willingness to fight for their children's school and community. The parents also organized other activities such as a Mother's Day potluck and staff appreciation day. One of the parents who graduated from FAST facilitated a National Night Out activity in her community.

Filipino Youth Coalition

Filipino Youth Coalition (FYC) strives to build a stronger and healthier community through youth-based programs focused on asset-building and culture-competent services. FYC was founded in 1992 when a group of high school and college students decided to present their community with alternatives to gang violence, identity loss and non-constructive activities they saw in the Filipino community. The core values that guide their efforts include: respect, honesty, trust, commitment and accountability.

Project Description

FYC exposes youth participants to positive youth activities and creates a mutual peer support group that fosters healthy behaviors. The program assists youth to build character, life skills, academic skills and community involvement.

Program staff meets with high school and middle school youth on an individual basis to discuss individual/family goals, educational plans, provide counseling regarding problem areas, and recognize progress made. FYC also offers support groups to educate participants regarding risk factor behaviors, to teach values and perspectives and to create a mutual peer support group that fosters positive and healthy behaviors. Group topics include: gang awareness, drug/alcohol abuse, conflict resolution, anger management, problem solving, goal setting and leadership and life skills. FYC also offers a cross-cultural parenting workshop for family and/or adults closely associated with their youth participants. Topics include, but are not limited to: cultural shock/new immigrant issues, communication skills, self-esteem/family esteem, discipline and stress management.

Leadership training, cultural awareness, education and motivational activities for youth are offered through FYC's Young Heroes Saturday Community School and the Tuesday Night Youth Leadership Meetings. These activities are designed to enhance youth's educational achievement, introduce youth to community service and volunteer projects, and expand the youth's peer support network. FYC also offers a summer program for middle and high school students focused on developing and building positive choices and decision-making skills.

The truancy case management component provides specialized services to habitual truant youth, ages 12 – 17, and their families. As part of the truancy services, FYC works closely with their target school sites to organize support groups using peer support to encourage youth to attend and continue in school. Transition services and referrals for specialized services such as family relationship development, career/vocational planning and positive social competencies are explored with youth clients.

Through a collaborative effort established during Cycle 16 between San José BEST, ESUHSD and the Santa Clara County's District Attorneys Office (SCCDA), FYC provides life skill presentations to truant youth mandated to attend Saturday School at Independence High School. FYC presentations focus on increasing youth developmental assets through community awareness workshops.

Location of Services

Independence High School
1776 Educational Parkway
San Jose, CA 95133

Silver Creek High School
3434 Silver Creek Road
San Jose, CA 95121

Piedmont High School
1377 Piedmont Road
San Jose, CA 95132

Lee Mathson Middle School
2050 Kammerer Avenue
San Jose, CA 95116

Mount Pleasant High School
1750 So. White Road
San Jose, CA 95127

Overfelt High School
1835 Cunningham Avenue
San Jose, CA 95122

Welch Park Facility
Clarice Drive and Kenesta Way
San Jose, CA 95112

East Side TABS
680 So. 34th Street
San José, CA 95122

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$95,000	\$31,000	\$126,000	33%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System										
<i>Performance Account- ability Model</i>	<i>Logic Model</i>	<i>BEST Evaluation Questions</i>	<i>Filipino Youth Coalition Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII</i>					<i>Met Target Goals</i>		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	Yes	
			\$95,169	\$31,023	\$126,191	100%	100%			
	Staff	Who were the staff providing services?	Paid FTE		Staff Experience	Years Schooling	Male	Female	Yes	
			5.00	5.4	14.3	60%	40%			
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes
			184	60%	40%	Medium				
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Adults			
			1%	0%	1%	98%	0%			
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other			
			86%	0%	13%	0%	2%			
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member			
			60%	15%	10%	10%	5%			
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes	
			74%	0%	0%	0%	0%			
			Truancy Case Management	Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery			
			3%	0%	23%	0%	0%			
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer		Yes	
			20,133	26,714	133%		145			
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds			Yes	
			\$3.56	\$4.72	\$517	\$686				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%	
			98%		93%					
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client		Yes Service Productivity < 60%	
			Asset development changes		89%	93%	99%			
			Agency selected changes		72%	63%	95%			
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability		Yes Quality Score >1	
1.3 2.2			Increasing	0.77	Good					

Performance Summary

The program delivered 133% of its planned units of service for the entire year. Youth and parents indicated that they were satisfied with services with a score of 98% and 93%, respectively. The parent and youth-reported service productivity scores exceeded the 60% goal – for developmental asset and agency-specific measures. The service quality showed an increase from last year and exceeded the target goal. The reliability of program-specific questions was still good.

Strengths

As one of the original organizations of the City of San Jose's Mayor's Gang Prevention Task Force, FYC is committed to serving the needs and developing the leadership skills of not only Filipino youth, but youth of other ethnic backgrounds. FYC's work is grounded in building families, youth and communities that thrive. The program design includes informing youth of their cultural history, knowledge of social issues and building trusting, mentoring relationships between program staff and youth clients.

FYC's program staff bring with them a diverse educational background and knowledge that enhances the program design and delivery of services. Staff are committed to supporting and advising youth participants after they graduate – they know that when they leave the door is still open. Because of the comfort and trust they have with program staff, youth clients are more open to participate in other social services and more likely to follow through with referrals.

Finally, leadership development is the core component of FYC's program design. Youth participants learn event planning, facilitation, workshop development, community organizing and performance art. Participants are able to thrive and shine through the leadership component in ways that they may not be able to in their family, school or community.

Opportunities for Improvement

In serving a diverse group of youth clients, FYC program staff have identified the need for further staff development in the areas of mental health, gang training and drug/alcohol abuse. FYC is encouraged to connect with other community based providers with expertise in the fields/areas for which program staff have expressed an interest in receiving further training and to offer cross training. Program staff can reciprocate trainings in their field of expertise, such as youth development, leadership and creating and implementing engaging program activities.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI.



Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Filipino Youth Coalition	232	180	424	836

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 99%** Because of this program, my success at school (job/training) is better.
- 92%** Because of this program, my understanding of I am and what I can do is better.
- 84%** Because of this program, my ability to communicate is better.
- 77%** Because of this program, my ability to learn new things is better.
- 95%** Because of this program, my ability to connect with adults is better.
- 88%** Because of this program, my ability to work with others is better.
- 91%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

52% Because of this program, my awareness of the positive aspects of my own culture is better.

51% Because of this program, my appreciation of and respect for other peoples' culture is better.

94% Because of this program, my understanding of the dangers of drinking alcoholic drinks and smoking cigarettes is better.

97% Because of this program, my ability to discuss subjects with a responsible adult that are taboo in my culture, such as sex, sexually-transmitted diseases, and teen pregnancy is better.

Survey Sampling

Survey Sample	How many customers did they survey?	RPRASurvey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	Good Sample Size
		172	169	107	137	585	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
To raise grades of at risk students under case management by FYC from 2.0 (GPA) to higher.	45% of identified at-risk participants increased their GPA (avg. of 8 per 20 students per target school).
To increase habitual truant student's school attendance by 50% due to increased parent participation.	Met goal of at least 50% improvement in school attendance.

Success Stories

FYC was successful in providing opportunities for guardians/parents to volunteer in appreciation for direct assistance and services that were provided to their families. FYC facilitated conflict resolution/mediation sessions between them and their respective children, enabling the youth and parents to get "back on track."

FYC hosted the Joint Open House/Melvin Ancheta Community Dinner in December 2007. Over 250 participants celebrating the new location of the FYC office and the life of Melvin Ancheta who, at eight years old, lost his life to youth violence attended the event. Mayor Chuck Reed and Vice-Mayor Dave Cortese attended the two-hour program and presented FYC with a Certificate of Excellence in Community Service award. The event was a success and the organization was able to raise funds for youth activities. The event, which was held at the Jacinto "Tony" Siquig Northside Community Center, brought together youth and seniors of the community and was an intergenerational celebration.

The Battle-of-the-Tribes (BOTT) is FYC's biggest annual event, and this year was by far the largest with over two thousand attendees (students, families, performers, resource organizations, school administrators, etc.). To prepare for the Battle event, students from the twelve competing high schools participated in various fundraising activities. The Penny War project raised \$500, while the Bowl-A-Thon, in which sixty (60) youth participated, generated \$200. A Battle preview was held at Welch Park during which eighty (80) youth participated in a qualifying event called Gathering-of-the-Tribes.

The FYC leadership core and Tuesday Night Activity youth participants engaged in community service projects including the KaBoom Project at Welch Community Park. The project, in collaboration with the Strong Neighborhood Initiative, involved the installation of a new playground set and park opening. FYC staff and leadership core students were trained as event facilitators and volunteered in the event. This project further enhanced the good relationship between the Welch Park Neighborhood Association, District 8 Parks Services, and FYC.

FYC staff provided one-on-one intervention and support services to youth and family clients experiencing issues related to truancy and family conflict (bordering on domestic violence). In one instance, a female youth who had exited the home was truant for more than six weeks. As a result of challenges in the home, the youth ran away from home, spending nights at the park or in friends' homes unbeknownst to the parents. Eventually, a parent found out and called the police department. The officer who responded knew about FYC and advised the youth's aunt to contact FYC through the school counselor. After mediating with the family, the youth reenrolled in school and attended consistently for the last three weeks of the school year. Subsequently, the youth enrolled in summer classes to continue her education. As follow up with the youth's mother, FYC assisted her in completing the required Social Services paperwork to receive emergency housing aid.

During the summer, FYC hosted a National Night Out (NNO) celebration that was part of a city-wide and national summer initiative. Coordinating with KONA, the Welch Park SNI association, and Weed-and-Seed, FYC, as the lead agency, facilitated a successful event which included a walk throughout the neighborhoods surrounding Welch Park. The success of our NNO event was the result of the cooperation and effective coordination among the SNI groups and community based organizations that participated in resource displays and volunteered staff to facilitate the various public entertainment booths, food service booths and community survey counters. Originally, it was anticipated that 500 attendees would participate though it is estimated that this number was exceeded by approximately 200 more attendees. The resourcefulness of FYC staff and volunteers and impromptu generosity of local businesses allowed for the additional refreshments to account for the additional attendees.

Firehouse Community Development Corporation

The Firehouse Community Development Corporation, founded in 2006, is a multicultural resource center that empowers youth and their families to break the cycle of poverty and become productive members of the community. The team of Firehouse has been committed and dedicated to working with at risk youth in the community for several years.

Project Description

Firehouse specializes in providing gang mediation and intervention services to intervene with street gangs, volatile situations, and gang violence. Program services are developed to divert gang-involved individuals to services that will assist them to disassociate themselves from the gang lifestyle. These services are offered to address potentially volatile gang-related situations in the Southern and Western Divisions as requested by the Mayor's Gang Prevention Task Force.

Youth participants enrolled in the program attend weekly support groups that provide each client exposure to a structured life skills curriculum. Topics include: gang awareness, violence prevention, educational and personal goal setting, problem solving, communication and anger management. The program also provides clients with recreational and pro-social activities to divert youth from gang socialization through exposure and participation to healthy activities so they can learn how to use their leisure time in a safe and more non-threatening manner. Firehouse also offers follow-up and aftercare support services to youth transitioning from the criminal justice system into their communities to prevent youth from re-offending. Clients are offered case management and participate in weekly support groups. Parents are offered support service workshops to encourage their own participation in guiding the lives of their youth.

Location of Services

Andrew Hill High School
3200 Senter Road
San José, CA 95111

Oak Grove High School
285 Blossom Hill Road
San José, CA 95123

Santa Teresa High School
6150 Snell Road
San José, CA 95123

Caroline Davis Intermediate School
5035 Edenvue Drive
San José, CA 95111

Service areas:

Entertainment Zone / Fountain Alley

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$123,072	\$31,400	\$154,472	26%



FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System									
<i>Performance Account- ability Model</i>	<i>Logic Model</i>	<i>BEST Evaluation Questions</i>	<i>Firehouse Community Development Corp Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII</i>				<i>Met Target Goals</i>		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	No, grantee did not spend 100% of their BEST Funds
			\$112,371	\$50,664	\$163,035	91%	106%		
	Staff	Who were the staff providing services?	Paid FTE Staff		Years Experience	Years Schooling	Male	Female	Yes
			1.68	11.8	12.0	71%	29%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets		Yes
			93	69%	31%	Medium			
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			0%	1%	12%	77%	10%		
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other		
			1%	3%	90%	0%	5%		
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
			0%	0%	0%	100%	0%		
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			0%	94%	0%	5%	0%		
			Truancy Case Management	Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery		
		0%	0%	1%	0%	0%			
Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer		Yes	
		3,826	14,348	375%		154			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds			Yes	
		\$7.83	\$11.36	\$1,208	\$1,753				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)				Average Satisfaction of Parents of Youth (0-100% on 4 items)	Yes Satisfaction > 80%	
			88%		90%				
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60%	
			Asset development changes		87%	89%	90%		
			Agency selected changes		87%	88%	88%		
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07		Change in Service Quality Fall 08	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score > 1	
1.4			3.4	Increasing	0.83	Good			

Performance Summary

The program delivered 375% of its planned units of service for the year, indicating that the method used to develop the planned units of service should be reviewed. Both the youth and parent customer satisfaction exceeded the target goal of 80%. Youth and parents also reported that developmental asset and program-specific targeted changes were achieved. The grantee's service quality increased from the previous year and their program-specific questions were reliable.

Strengths

Firehouse's core values of honesty, loyalty, respect, responsibility, accountability and trust are the foundation from which the program staff engages with their youth customers and their families. Staff work to instill in their clients the value of honesty, respect for themselves and their community, responsibility through practice, accountability for their future and trust. Firehouse's delivery of services is hands-on, and each program component is designed to empower youth and their families while breaking the cycle of violence.

Firehouse outreach workers engage youth clients and re-direct behavior through goal-setting, which includes academic achievement, job training and employment. Education is a key component of their strategy to build clients' self-esteem and mindset. Program staff serve as caring adult role models that provide mentorship and demonstrate that they care. Firehouse works on building the life skills of participants and exposing them to new cultural experiences through field trips. Finally, the program design includes teaching participants the importance of family and giving back to the family. This includes teaching youth how to say to their parents, "I love you."

Firehouse is commended for working with youth to raise expectations for themselves and their families. Youth learn that they can reach and achieve higher than what they have now, and program staff serve as a testimony. A strength of the Firehouse model is that program staff are aware of their limitations and capacity to serve youth, and therefore, collaborate with other organizations to ensure that youth are received when referrals are placed.

Opportunities for Improvement

In working to assist and advocate for their youth participants, program staff have identified a few areas in which they could use further development, including educational advocacy for students identified with learning disabilities, facilitation skills and parental educational rights. Firehouse is encouraged to partner with other community based providers with expertise in the fields/areas for which program staff have expressed an interest in receiving further training and to offer cross training. In return, Firehouse can provide training in their field of expertise, such as gangs, outreach, mediation and crisis intervention.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one



overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Firehouse	168	195	350	713

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 87%** Because of this program, my success at school (job/training) is better.
- 91%** Because of this program, my understanding of I am and what I can do is better.
- 91%** Because of this program, my ability to communicate is better.
- 93%** Because of this program, my ability to learn new things is better.
- 84%** Because of this program, my ability to connect with adults is better.
- 84%** Because of this program, my ability to work with others is better.
- 82%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

84% Because of this program, my ability to get along with other ethnicities is better.

84% Because of this program, I take on challenges.

91% Because of this program, my ability to resolve conflicts without resorting to violence is better.

91% Because of this program, my ability to ask for help is better.

89% Because of this program, I know how to avoid dangerous situations is better.

93% Because of this program, my ability to utilize life skills is better.

84% Because of this program, I am able to speak out on youth rights better.

Survey Sampling

Survey Sample	How many customers did they survey?						Good Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		84	84	59	79	306	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
By the exit of the program 25% of youth enrolled in school will have improved their grade average	Firehouse staff had difficulty obtaining student records from targeted school sites to obtain academic and attendance information. However, based on their own assessment by talking to youth participants and their parents, 20% saw an increase in attendance and grades.
By the exit of the program 25% of youth will have improved school attendance	Firehouse staff had difficulty obtaining student records from targeted school sites to obtain academic and attendance information. However, based on their own assessment by talking to youth participants and their parents, 20% saw an increase in attendance and grades.

Success Stories

Firehouse facilitated recreation and socialization activities for youth in collaboration with California Youth Outreach and Catholic Charities of Santa Clara County. Examples of program activities include a baseball tournament at Columbus Park in which 12 teams participated, a handball tournament at Washington Youth Center with 50 youth participants, and a soccer tournament at Washington Youth Center with 100 attendees. In addition, field trips to games for the Oakland Raiders, San José Giants, Sabercats, and Earthquakes afforded youth the

opportunity to attend local sporting events. Other outings included the Oakdale Reservoir, Santa Cruz Beach and Boardwalk, and rafting on the American River.

Firehouse collaborated with other community based organizations in responding to crises by providing support to victims' families and neighborhoods. Seven (7) car washes were held to raise money for the victims' funerals which was greatly appreciated by the families who had experienced tragedy. Food baskets and emotional support was provided to the victims' families as they coped with the challenges of experiencing personal loss. The collaboration with California Youth Outreach involved the use of facilities and recruitment of volunteers to lend assistance to the families in need.

Firehouse was recognized by the Mayor's Office for collaborating with local car and motorcycle clubs to facilitate a toy drive and distribution in the parking lot of Jubilee Christian Center. Over three hundred (300) toys were collected and distributed to children and families.

Eighteen (18) youth participated in the tattoo removal program and were transported to Santa Cruz for their appointments.

Foundry Community Day School

Founded in 1974, The Foundry Community Day School is one of the oldest operating programs of its kind in Santa Clara County. High school students, grades 9-12, enrolled in the program have an opportunity to work with caring staff members dedicated to helping each teen return successfully into mainstream educational settings. Student to staff ratios are kept small in order to better address the academic, social and behavioral needs presented by each individual pupil. In addition to the regular school program, the Foundry site also offers a special Day Class Program for expelled students in grades 7 – 12. An Individual Education Plan meeting is held prior to placement in the program.

In conjunction with the academic program in place, a mental health counselor, youth intervention specialist, and guidance counselor provide social-emotional support for the students. It is the belief of the entire staff that the whole child must be supported in order to ensure successful progress in school and in the community as well.

Students who have a willingness to change find that the Foundry Community Day School provides a safe, full day program for those experiencing obstacles in a traditional school setting by engaging them in a multi-disciplinary approach focused on dealing with the whole student. The staff is committed to providing students with a high level of attention, quality teaching and support. Given this commitment by the school staff, along with the assistance of parents and guardians, each student will leave The Foundry with increased skills academically and socially while earning credits towards high school graduation.

Project Description

The Foundry is a culturally and environmentally sensitive alternative school provided by Santa Clara County Office of Education to Santa Clara County students who demonstrate a variety of high-risk and gang involved behaviors. School staff provides a safe full day (6 hour) educational program to San Jose youth who are experiencing obstacles in a traditional school setting. High-risk and gang involved youth, 12 to 18 years of age, are provided personal development and support services throughout the school year, as well as a six-week summer program.

The Foundry utilizes an asset-based approach engaging youth in the program by connecting, coordinating and leveraging intervention resources to change youth lives by changing their minds. A youth development approach focuses on meeting the needs of the whole student. This includes: engaging students in the planning of their academic goals; providing students with an opportunity to learn new ways of communicating with a caring adult; helping students explore ways of replacing negative habits with healthy habits; and connecting students with higher education institutions or job training opportunities.

Youth clients are able to access on-site individual and small group counseling in the areas of gang prevention, gang intervention, crisis intervention and response services. Group classes provide students an opportunity to discuss issues relevant to their current situations and levels of gang involvement. The groups include cognitive behavioral activities aimed at helping to

develop pro-social skills, build youth leadership, and advance individual goals of the targeted youth.

The program model includes meeting with parents on a quarterly basis about gang awareness, and more frequently with individual parents as needed in order to assist them in recognizing the signs and activities associated with gang type behaviors. Additionally, the program staff serves as a resource for Foundry staff members regarding strategies on how to better support the students enrolled in the school in turning away from the gang lifestyle.

Location of Services

The Foundry Community Day School
258 Sunol Street
San José, CA 95126

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$50,000	\$46,975	\$96,975	94%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System										
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Foundry Community Day School Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	No, grantee did not spend 100% of their BEST or Matching Funds	
			\$37,500		\$35,231	\$72,731	75%	75%		
	Staff	Who were the staff providing services?	Paid FTE		Staff Experience	Years Schooling	Male	Female	Yes	
			1.25		2.0	12.0	100%	0%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes
			155		72%	28%	Medium			
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			0%		0%	3%	97%	0%		
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other		
			4%		11%	69%	11%	6%		
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
			30%		0%	70%	0%	0%		
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes	
			100%		0%	0%	0%	0%		
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery		
			0%		0%	0%	0%	0%		
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer		No, grantee did not deliver total planned hours of service for the year	
5,971			4,200	70%		27				
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds				No	
		\$8.93	\$17.32	\$242	\$469					
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				No data submitted for spring sampling Satisfaction > 80%	
			ND		ND					
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	No data submitted for spring sampling Service Productivity > 60%		
			Asset development changes		ND	ND	ND			
			Agency selected changes		ND	ND	ND			
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	No data submitted for spring sampling Quality Score > 1		
1.7 ND			ND	ND	ND					

Performance Summary

The Foundry delivered 70% of its planned units of service for the year, falling short by 30%. The grantee is encouraged to review its program design and implementation schedule to determine where delivery of services fell short for the year. The Foundry did not submit any surveys for the spring sampling; therefore, no data was available for analysis. The Foundry did submit fall surveys.

Strengths

The Youth Intervention Specialist (YIS) that provides Foundry students with gang intervention and crisis response counseling and facilitation of group sessions for youth identified as high risk and/or gang involved brings a commitment and passion for working with the target population. Staffs treat students with dignity, respect and serve as mentor to many of the students. It is because of program staffs' healthy approach, that the Foundry is able to interact with youth that are experiencing challenges in their lives. Additionally, the YIS saw the need for parents to have a support system, so the Foundry began to host quarterly parent support meetings for parents of student clients to offer them a safe space to build community with other parents facing similar challenges with their children.

Finally, when a student is identified as needing additional support beyond Foundry, the Mental Health Counselor, Guidance Counselor and the YIS will make contact with outside agencies, healthcare workers other service providers to make a referral.

Opportunities for Improvement

It is highly recommended that the Foundry monitor their program's implementation schedule on a month to month basis to ensure that contracted delivery services are executed according to their program design. Program management is encouraged to train and identify one staff member that will work with the evaluation team to ensure that the evaluation design developed for the year is implemented and that all surveys are disseminated and submitted for both the winter and spring sampling.

Foundry is also encouraged to have a more engaged curriculum for their group sessions and target specific issues that students are dealing with in the immediate, such as drugs/alcohol, anger management. It is also recommended that Foundry offer sessions that are gender specific, and so that students feel more comfortable and confident to discuss issues that they may not want to openly discuss with students of the opposite sex.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how



well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Foundry School	110	140	38	289

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

No surveys submitted for spring sampling.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

No surveys submitted for spring sampling.

Survey Sampling

Survey Sample	How many customers did they survey?						Fair sample size for winter sampling- No data submitted for spring sampling
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		40	39	21	40	140	

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
The YIS will hold at least one parent meeting between the first quarter and second quarter reporting periods.	The YIS successfully met with a group of parents during this last quarter. Parents were receptive to the group and expressed an interest to discuss topics of gangs, drugs and alcohol as they relate to dealing with their adolescent youngsters.
The YIS will develop and implement a Drug and Alcohol Awareness/Cessation program for substance impacted students by the end of September 2007.	The YIS met on a weekly basis with a group of students identified as substance abusers.

Success Stories

The YIS facilitated large and small group sessions as well as one-on-ones with virtually every student that enrolled at the school. In addition, meetings with parents and guardians were convened to provide "wrap-around" type support in dealing with the challenges their youth are confronting. In addition, the YIS provided referrals to outside agencies for families requiring specialized assistance for specific issues related to economic, emotional or social circumstances. The YIS provided services to youth in a non-judgmental, supportive manner throughout the year.

Fresh Lifelines for Youth

Fresh Lifeline for Youth (FLY) started with one woman, Christa Gannon, and numerous volunteer law students. Since the initial seed funding from the Soros Foundation ten years ago, FLY has taken off and has grown exponentially in both staff, volunteers and youth served. FLY's mission is to educate disadvantaged and at-risk youth to help them become more responsible, accountable, and capable of making healthier lifestyle choices. FLY meets this mission by reducing juvenile crime and incarceration through legal education, mentorship, and leadership training. FLY has a unique history of incorporating youth voices in program design and implementation of the Legal Eagle Program and Peer Leadership components.

Project Description

The Legal Eagle curriculum uses a cognitive based, interactive approach to teach young people about the rule of law and the consequences of crime. The Legal Eagle curriculum is based on proven Law Related Education (LRE) strategies that use legal education to build youth assets and life skills in non-violent conflict resolution, anger management, problem solving, and communication. In Legal Eagle, FLY staff and law student volunteers meet with 12-15 youth, once a week for 13 weeks, after school for two hours. Each week youth participate in group activities and listen to guest speakers. Midway through the program, youth spend a Saturday at Santa Clara University participating in a mock trial, meeting with local juvenile court judges, and learn about college and financial aid. FLY also connects youth to additional services to promote their development and reduce involvement in juvenile violence and crime. The program culminates with a graduation ceremony for youth, families and friends.

Location of Services

Alum Rock Youth Center
James Lick High School
137 N. White Rd.
San Jose, 95127

CRYY Fellowship
3167 Senter Road
San Jose, CA 95111

James Lick High School
57 N. White Road
San Jose CA 95127

Andrew Hill High School
3200 Senter Rd.
San Jose, 95111 B-4

Alternative Placement Academy
420 Calero Avenue
San Jose, CA 95123

CYO
224B N. 27th St.
San Jose, 95116

Del Mar High School
1224 Del Mar Avenue; Room 31
San Jose, 95128

Oak Grove High School (3rd cycle)
285 Blossom Hill Rd
San José, CA 95123

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$145,000	\$341,131	\$486,131	235%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System													
Performance Account- ability Model	Logic Model	BEST Evaluation Questions	Fresh Lifelines for Youth Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals					
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent		Total Funds Spent		Percent of BEST Funds Spent		Percent of Total Funds Spent		Yes
			\$145,000		\$341,131		\$486,131		100%		100%		
	Staff	Who were the staff providing services?	Paid FTE		Staff Experience		Years Schooling		Male		Female		Yes
			5.75		6.5		16.7		17%		83%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male		Female		Level of Youth Developmental Assets				Yes
			228		72%		28%		Low				
			0-5 yrs		6-10 yrs		11-14 yrs		15-20 yrs		Adults		
			0%		0%		6%		93%		1%		
			Asian Pacific Americans		African Americans		Latino Americans		Caucasian Americans		Other		
			7%		6%		76%		7%		4%		
			Client At-Risk		Client High- Risk		Client-Gang Supporter		Client-Gang Member		Hard-Core Gang Member		
			0%		20%		10%		70%		0%		
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis		Outpatient Substance Services		Services for Adjudicated Youth		Domestic Violence Services		Yes
			0%		0%		0%		99%		0%		
			Truancy Case Management		Day Education Programs		Parent Family Support		Community Gang Awareness		Unique Service Delivery		
			0%		0%		0%		1%		0%		
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year		Total Actual Units of Service for the Year		Percent of Contracted Services Delivered for the Year				Actual Hours of Service per Customer		Yes
			15,378		16,615		108%				73		
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds		Actual Cost per Hour Total Funds		Cost per Customer BEST Funds		Cost per Customer Total Funds				Yes
			\$8.73		\$29.26		\$636		\$2,132				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)				Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%		
			94%				87%						
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)				Child & Youth Report of Changes		Parent Report on their Child		Staff Report on Client		Yes Service Productivity > 60%
			Asset development changes				86%		76%		88%		
			Agency selected changes				94%		84%		96%		
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08				Change in Service Quality		Reliability of Grantee Questions		Level of Reliability		Yes Quality Score > 1
			6.4 8.9				Increasing		-0.07		Low		

Performance Summary

The grantees delivery of service for the year reflects 108% of their planned units of service. Both youth and parent customers were satisfied with services indicated by the customer satisfaction scores of 94% and 87%, respectively. The grantee met the goal for youth and parent-reported changes, as indicated by the productivity scores. The service quality remains high, but the grantee may want to revisit its program-specific questions since the reliability was low.

Strengths

The interactive and youth-devised approach to the Legal Eagle program and other curriculum utilized by FLY is a critical reason for why legal education resonates with their youth clients. FLY's ability to connect judicial judges, attorneys, probation officers, and other system stakeholders with youth clients show them that these individuals, who often must play a punitive role in their lives, care about their well-being and wish them to have positive outcomes.

FLY has proven its ability to provide 'mixed' programming to youth with differing gang involvement. FLY's understanding of how to bring youth together in a safe and appropriate forum should be examined more closely and shared with other agencies.

Opportunities for Improvement

Management is keenly aware of areas where the organization can improve and continually looks for ways to implement these ideas and solutions. One such area would be hiring a dedicated coordinator to recruit volunteers from local law schools that would free up management to groom FLY's growing number of staff.

FLY has recently gone from a 'start-up' style organization to a larger, more hierarchical organization. FLY doubled the size of its staff in the last year. With this expansion, management's capacity to groom its new staff, volunteers, and youth clients as it has done in the past has been challenging. Management is open and seeking ways to ensure that FLY's values and culture is instilled and passed on to its new hires. FLY's commitment to quality programming and quality assurance techniques is apparent in its acknowledgment of this challenge.

During this transition period of growth, FLY has focused on being more strategic in its partnerships, being more efficient, and ensuring that critical infrastructure to manage its growth is in place. Investments such as a new client database to track and manage reports and outcomes are smart.

FLY identified staff training as an area of improvement. FLY has identified its focus on staff training to ensure that:

- new hires fit with the organization's culture,
- FLY's unique culture is reinforced in ongoing training, and
- 'disconnects' between staff and culture are identified and managed with the assistance of evaluation tools.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Fresh Lifeline for Youth	223	200	334	757

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

74% Because of this program, my success at school (job/training) is better.

90% Because of this program, my understanding of who I am and what I can do is better.

87% Because of this program, my ability to communicate is better.

91% Because of this program, my ability to learn new things is better.

83% Because of this program, my ability to connect with adults is better.

81% Because of this program, my ability to work with others is better.

91% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

97% Because of this program, my knowledge of the law is better.

97% Because of this program, my understanding of what can happen if I break the law is better.

87% Because of this program, my ability to deal with conflict or problems in a more peaceful way is better.

94% Because of this program, my ability to make healthier decisions is better.

93% Because of this program, my understanding of how breaking the law affects other people is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Good Sample Size
		RPPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		96	150	77	142	465	

Note: RPPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
The YIS will hold at least one parent meeting between the first quarter and second quarter reporting periods.	The YIS successfully met with a group of parents during this last quarter. Parents were receptive to the group and expressed an interest to discuss topics of gangs, drugs and alcohol as they relate to dealing with their adolescent youngsters.
The YIS will develop and implement a Drug and Alcohol Awareness/Cessation program for substance impacted students by the end of September 2007.	The YIS met on a weekly basis with a group of students identified as substance abusers.

Success Stories

FLY was successful in delivering the law related education program curriculum, youth development activities, and ceremonies to commemorate the success achieved by youth and family clients. The program offerings included field trips to Santa Clara, Stanford and the San Jose Police Academy. Youth learned about the juvenile justice system, practiced critical thinking skills by reflecting on their future education plans, and conducted a mock trial, in which they played the parts of judges, attorneys, jury members, and court clerks. To add to the experience for youth participants, Juvenile Court Judges Loftus, Johnson, and Tondreau actively participated in program activities as well as the commemoration ceremonies.

FLY's 50 peer leaders provided approximately 3,000 hours of community service and reached approximately 4,400 people. The peer leaders' community service projects included: 1) recruiting and interviewing Mentor and Law Program volunteers; 2) helping FLY staff train all volunteer mentors; 3) designing presentations on the effects of drugs/alcohol, violence and crime for over 500 middle school students; 4) helping Law Program volunteers teach the law course; and 5) volunteering at various locations such as Loaves and Fishes and Martha's Kitchen feeding the homeless population, Lytton Gardens conducting friendly visits with senior citizens, Books Aloud packaging material for the visually impaired, caring for the environment by tending to a garden at Emma Prusch Park, and restoring a trail at Alum Rock Park.

Friends Outside in Santa Clara County

Friends Outside in Santa Clara County has been providing services to inmates and their families for over 50 years. Their mission is to “empower and assist families, youth, prisoners, and ex-prisoners to overcome the immediate and long term effects of incarceration and to act as a bridge between those we serve, the community at large and the criminal justice system.” Viewing the effects of custody over three generations has given Friends Outside a unique insight into the problems facing this segment of the community and the only agency in Santa Clara County working exclusively with this population.

Project Description

Friends Outside provides personal development and youth support group services to a gang-influenced population, seven to 17 years of age who are referred by schools, social services, community-based organizations and other clients. Staff members conduct an intake and assessment process with each family and provide ongoing and regular contact to support the family in identifying community resources and to reinforce positive behaviors and choices. While youth support group curriculum varies by age range, activities generally include positive role modeling, building self-esteem and identity, increasing cultural awareness, problem solving, goal setting, and anger management. These weekly youth group meetings are offered Monday through Thursdays. Participants are picked up and dropped off at their homes so that transportation is not a barrier to attending group. Youth also participate in field trips, community service projects, and other leadership/social skills building activities that they might not otherwise have the opportunity to experience.

Services are offered to youth, between 12 and 18 years of age, that are in court for a drug or alcohol related offense and are referred by probation officers in the Juvenile Probation Department or the Juvenile Treatment Court (JTC) team. Program services are offered to adjudicated youth from September to August that includes: weekly representation in JTC, individual assessments to screen for learning disabilities, referrals to the Success Through Awareness and Responsibility Training (START) Program, and other community resources as needed. Friends Outside conducts Follow-up School Advocate services during the school year, from September to June.

Friends Outside offers a two-day Success Through Awareness and Responsibility Training (START) training for 30 service providers on how to facilitate groups using the START curriculum. Participants are recruited from the Mayor’s Gang Prevention Task Force and the San Jose BEST service providers. The START Program is a 14 session education group for youth with learning disabilities including Attention Deficit Disorder. START is a multi-modal, psycho-educational, interactive curriculum teaching youth pro-social skills. Each topic covered in the START curriculum is related to people skills, anger management, and problem solving. Participants receive training on the purpose of the START group, engaging youth, discussing learning differences, group management and participation, and strategies and techniques for working with youth with learning differences. Upon completion of this training, participants

receive a certificate and have the knowledge and skills to facilitate START groups for middle and high school age youth.

Location of Services

Campbell United Methodist Church
1675 So. Winchester Blvd.
Campbell, CA 95008

Juvenile Probation Department
840 Guadalupe Parkway
San José, CA 95110

Friends Outside in Santa Clara County
551 Stockton Avenue
San Jose, CA 95126

Various Participants homes, schools, and
school district offices

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$102,775	\$89,000	\$191,775	87%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System									
<i>Performance Account- ability Model</i>	<i>Logic Model</i>	<i>BEST Evaluation Questions</i>	<i>Friends Outside Santa Clara County Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII</i>					<i>Met Target Goals</i>	
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	No, grantee did not spend 100% of their BEST or Matching Funds
			\$76,784	\$62,300	\$139,084	75%	73%		
	Staff	Who were the staff providing services?	Paid FTE Staff		Years Experience	Schooling	Male	Female	Yes
			3.85		7.8	14.4	40%	60%	
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets		Yes
			156	61%	39%	High			
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			0%	28%	35%	37%	0%		
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other		
			70%	17%	73%	7%	2%		
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
	40%	30%	25%	5%	0%				
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			94%	0%	0%	3%	0%		
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Other	
			0%	0%	0%	2%	0%		
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer		Yes
9,758			11,196	115%		72			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds			Yes	
		\$6.86	\$12.42	\$492	\$892				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				No Satisfaction > 80%
			77%		90%				
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60% Staff scores are low	
			Asset development changes		64%	70%	29%		
			Agency selected changes		62%	78%	30%		
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score < 1	
			2.0 1.6		Decreasing	0.92	Good		

Performance Summary

The program completed 115% of its contracted services for the year. Youth and parent customers were satisfied with service, meeting the customer satisfaction goal of 70%. Staff-reported service productivity scores were lower than the goal, but youth and parent-reported changes were achieved. The service quality decreased from the previous year but did meet the goal, while the reliability of grantee-specific questions was good.

Strengths

Friends Outside staff members engage with their youth customers and families with integrity and dignity, and it is because of this approach that the program has been able to develop and sustain a mutually respectful relationship with the families they serve.

The program is designed to provide a safe place for youth and a consistency of services to change the sense of chaos/turmoil at home that many of clients experience on a daily basis. It is the common experience that all youth participants have that brings a sense of normalcy to their life. Many of the program staff have a similar lived experience and serve as a model for what they can achieve. They are extremely passionate about their work and have a real belief in their clients and a true understanding of their potential. Staffs are acknowledged for their creativity in their program activities, their intuitiveness and their ability to manage negative behavior in a non-punitive way.

Through the educational advocacy component, Friends Outside is able to connect their clients with appropriate resources to address learning disabilities that have often been previously undiagnosed for several years. Program staffs are commended for their advocacy work to ensure that their clients' educational needs are met by framing the issue as a need for their unique learning styles to be addressed appropriately. To this end, one of their participants was suspended seven times and was failing several classes before being identified as having attention-deficit/hyperactivity disorder (ADHD). Because of the diagnosis, the client qualified for special education and received the tutoring method for which Friends Outside had been advocating for on behalf of the client. Within a year, the client reached his grade level and was exited from special education and became involved in athletics and made the honor roll.

Opportunities for Improvement

Friends Outside staff are encouraged to improve their approach with youth clients that are resistant to trying and experiencing new things. Youth clients could be acknowledged on a weekly basis for being open to change and taking the risk of trying something that was unfamiliar to them before. It is highly recommended that a yearly review of workshop topics and guest speakers be conducted to ensure that the broad age range of youth serviced through the program is reflective in workshop objectives, delivery and guest speakers that present to their clients.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Friends Outside	219	156	262	637

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

69% Because of this program, my success at school (job/training) is better.

69% Because of this program, my understanding of who I am and what I can do is better.

80% Because of this program, my ability to communicate is better.

75% Because of this program, my ability to learn new things is better.

69% Because of this program, my ability to connect with adults is better.

53% Because of this program, my ability to work with others is better.

73% Because of this program, my ability to stay safe is better

Targeted Program Skills, Knowledge, Attitudes and Behaviors

67% Because of this program, my ability to resolve conflicts without violence is better.

67% Because of this program, my ability to make good choices is better.

75% Because of this program, I understand there are adults who care about me and will help me is better.

60% Because of this program, my ability to help others is better.

67% Because of this program, my feelings about myself and my future are better.

73% Because of this program, my positive participation in activities is better.

69% Because of this program, my desire to be really good at something is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Need to Increase Staff Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		43	50	35	38	166	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
80% of youth participating in the after school program will not penetrate the juvenile justice system for the duration of the program.	80% of youth that participated in the after school program did not penetrate the juvenile justice system while in the program.
70% of youth that receive an educational screen through Juvenile Treatment Court will receive the recommended follow-up services.	70% of youth that received an educational screening through the Juvenile Treatment Court received recommended follow-up services.

Success Stories

A mother called the agency seeking services for her 16 year-old daughter. The female youth had unexpectedly left home seven (7) months prior and her mother wanted to request services on her behalf but did not want her daughter to know where she lived. The Youth Program Coordinator conducted a home visit with the mother during which the youth's needs were discussed as well as the available services Friends Outside provided. During the home visit, the Youth Program Coordinator also assisted the mother in signing up her 15 year-old son for the teen boys group, and an infant in the STEPS Ahead program. Following the initial home visit, the Youth Program Coordinator met with the mother and the 16 year-old daughter in a neutral location. The female youth signed up for the teen girls group and, although she was not living at home, she consistently attended the group. Both the female and male youth were engaged and consistently participated in their respective groups. The STEPS Ahead program conducted weekly home visits for the infant, provided the family with emergency food, and enrolled the family in the agency's Holiday "Adopt-A-Family" through the family service program. The female youth

expressed an interest in obtaining her GED and worked with the agency's school advocate to research potential programs for her to attend.

George Mayne Elementary School

George Mayne Elementary School began serving the children and families of Alviso in 1956 and is a community of learners focused on the joy of learning, with an emphasis on literacy and mathematics. Through partnerships with parents, businesses and the broader community, George Mayne provides quality education in a supportive, multi lingual environment where each child's worth and potential is valued. The school provides a quality education for all students that will enable them to meet the challenges of the twenty-first century. The school promotes the School District's goal to "prepare every student to succeed in an ever-changing world," by meeting State and District content and life-long learning standards. The primary language of Alviso is Spanish. Consequently, George Mayne is one of the few schools in the Bay Area that maintains a Spanish bilingual program from kindergarten through fifth grade

Project Description

BEST-funded services at George Mayne Elementary School include parent/family support groups, gang intervention and mediation and case management/youth support groups. Staff members provide "Mujer Latina," a parent education, support, and leadership group for both Spanish and English speaking women and their children. This program is designed to empower the participants to be actively involved in their children's school and to be aware of the issues that affect their personal well-being and that of their families. The program also assists school staff to develop and implement a data collection system designed to monitor student behavior as well as conflict resolution training for all new teachers and support staff that have not already been trained. Case management and youth support groups are available for youth who exhibit high-risk behaviors related to violence, gang involvement, substance abuse, and/or socio-emotional dysfunction. Staff members provide individual and family counseling, as well and support group discussions about communication skills, positive choices, and identity issues.

Location of Services

George Mayne Elementary School
5030 North First Street
Alviso, CA 95002

Alviso Youth Center
5050 North First Street
Alviso, CA 95002

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$96,400	\$32,900	\$129,300	34%



FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System										
<i>Performance Account-ability Model</i>	<i>Logic Model</i>	<i>BEST Evaluation Questions</i>	<i>George Mayne Elementary School Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII</i>					<i>Met Target Goals</i>		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent Percent of Total Funds Spent		Yes	
			\$96,400		\$32,900	\$129,300	100% 100%			
	Staff	Who were the staff providing services?	Paid FTE	Staff Experience	Years Schooling	Male	Female		Yes	
			2.35	7.8	14.6	0%	100%			
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes
			159		46%	54%	High			
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			12%		54%	21%	13%	0%		
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other		
			4%		2%	82%	12%	0%		
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
			54%	36%	10%	0%	0%			
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services		Yes
			47%		13%	0%	0%	0%		
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery		
			0%		0%	34%	6%	0%		
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year			Actual Hours of Service per Customer		Yes
9,659			11,795	122%			74			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds				Yes	
		\$8.17	\$10.96	\$606	\$813					
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%	
			94%		91%					
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)			Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60%	
			Asset development changes			90%	82%	81%		
			Agency selected changes			84%	77%	82%		
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability		Yes Quality Score > 1	
			2.7 3.4		Increasing	0.21	Low			

Performance Summary

The grantee delivered 122% of its planned units of service for the year. George Mayne exceeded the customer satisfaction goals, with 94% satisfaction for youth and 91% satisfaction for parents. Youth and parent-reported service productivity scores were also met for both developmental asset and agency-specific measures. The service quality score increased slightly from last year, and exceeded the goal. The grantee may want to revisit its program-specific questions since the reliability was low.

Strengths

The BEST-funded services at George Mayne continue to be a model of how violence prevention, counseling, and parent services can be delivered at schools with high-risk students. The program always meets their performance goals and has a big impact in assisting the school to meet their education and social goals with their students. The George Mayne BEST program has successfully fulfilled its commitment to bring students, families, and community together to provide quality early educational experiences for the youth of Alviso. Over the last decade this program has provided creative, varied, and quality programs for students and their families. This is a model program for schools interested in improving their performance and the education experience of students through the involvement of parents and the community. The program provides targeted support services for their students and is insuring a healthy community for families to live and thrive. The staff has passion, dedication and love for the youth and families they serve. The use of interns who are working on counseling certificates and degrees allows the program to operate in a cost-effective manner. The Mujer Latina Spanish parent support group continues to build on many years of successful operation.

Opportunities for Improvement

The success of this program should be disseminated to other schools that need to increase their parent and community support. Evaluators are recommending that in the next year the program write story of their success to allow other schools to learn from their success. Evaluators will support this effort. Fundraising is another area for improvement. A simple fund development plan should be developed and implemented. George Mayne should continue efforts on the part of the counselors, teachers, and parents to communicate regularly. The two teachers who are successfully working with gang involved and high-risk alumni of the school should continue their professional development on how to work with unique behavioral and other challenges these students face.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how

it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
George Mayne School	231	169	362	762

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets (Youth)

- 80% Because of this program, my success at school (job/training) is better.
- 80% Because of this program, my understanding of I am and what I can do is better.
- 80% Because of this program, my ability to communicate is better.
- 90% Because of this program, my ability to learn new things is better.
- 100% Because of this program, my ability to connect with adults is better.
- 70% Because of this program, my ability to work with others is better.
- 90% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors (Youth)

- 70% Because of this program, my ability to make good choices is better.
- 80% Because of this program, my recognize the good in myself better.
- 70% Because of this program, my I get along with other kids better.
- 80% Because of this program, I share my feelings better.
- 70% Because of this program, my ability to play with new kids is better.
- 100% Because of this program, I pay attention and listen is better.

Targeted Youth Developmental Assets (Child)

80% This program helps me with my schoolwork better.

90% This program helps me get along with adults better.

92% This program helps me learn new things better.

92% This program helps me stay safe better.

92% This program helps me get along with other kids better.

98% This program helps me feel good about myself better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors (Child)

80% This program helps me make new friends better.

80% This program makes me pay attention and listen better.

92% This program makes helps me share my feelings better.

92% This program makes helps me behave better.

Survey Sampling

Survey Sample	How many customers did they survey?						Good Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		108	109	79	109	405	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
To decrease the number of physical violent referrals among 20% of the students from the 1st to 4th quarter of the school year.	George Mayne worked diligently to decrease acts of physical violence (hitting, pushing, kicking, biting, etc.) and teaching children to use words rather than actions. Between the 1st and 2nd quarters, the program documented a 26% decrease in physical violence . During the 3rd-4th quarters. George Mayne stepped up their efforts to deal with increasing reports of bullying particularly on the playground. The incidents of physical violence including bullying behavior, decreased by 38% from the 1st through the 3rd quarter and observed a slight decrease during the last two weeks of school bringing the decrease in physical violent referrals to 39% for Quarters 1-4.

Success Stories

George Mayne implemented a five-week program in Spanish, called "Cafecitos" or small coffees. Resources available through First 5 Santa Clara County, provided the opportunity to

move forward with parent and community concerns and interests, while the school helped to promote the program and provided input and assistance in obtaining pertinent speakers. The focus of the group was on community pride and providing a safe environment to raise and educate children. Along with the collaborative efforts through the gang awareness trainings, George Mayne worked intensively with First 5 and Choices for Children to provide parent and child education classes and resources for families.

George Mayne created safe spaces for youth to receive support and guidance. With BEST and private funding, George Mayne provided a drop-in/meal center, one to two times/month, for Alviso elementary, middle, and high school students with a high level of need. Through the dedication of a 5th grade teacher and physical education aide at Mayne, the group remained popular among the youth in Alviso. Along with a hearty meal prepared in part by the staff and students, the group also served as a welcome site for students who typically hang around in the community after school and into the evenings. It served as a safe place with supervision from caring adults for the youth. Additional services included help with homework and access to classroom computers. The informal atmosphere provided youth a place to discuss "their day", school, family, and personal issues, as well as a place to hang-out with friends.

George Mayne accepted the challenge of providing Parent Gang Awareness Training through the OJJDP funding. Thirteen (13) trainings were provided reaching ninety (90) unduplicated adults/parents in the school and community.

Two years ago, a third grade girl was referred for depression and grief due to family problems – domestic violence and suicide by her incarcerated father. With intense work by intern staff funded by BEST, support by the teacher and regular consultation with the parent over two years, the student has made marked improvement. She is now a self-confident and articulate 10 year old, vice president of the school student body, captain of the flag football team, and model student. She just recently spoke at the local Rotary Club function where she thanked the members for their fund raising efforts to provide funds for classrooms.

Girl Scouts of Northern California

Founded in 1912, Girl Scouts is the world's pre-eminent organization dedicated solely to girls, with a membership of 3.7 million girls and adults in the United States. The mission of Girl Scouts is to build girls of courage, confidence and character, who make the world a better place. Girls are offered the opportunity to engage in a variety of personal growth and leadership development activities that help them to discover, connect and take action with the guidance of caring adults.

Girl Scouts of Northern California (GSNC) gives Santa Clara County girls, ages 5 to 17, access to a wide variety of activities through after-school programs, camping and enrichment programs, as well as specialized outreach programs in targeted settings where youth need us most – in homeless shelters, juvenile detention facilities, under-resourced schools and migrant family centers. Through the variety of programs offered, GSNC reaches one in ten girls countywide.

Project Description

The Girl Scouts of Santa Clara County provides the “Got Choices” program to over 300 diverse girls, ages 11-17 that are referred by the juvenile justice system as well as collaborating partners. Referrals include former gang members, wannabe gang members, girls with family and/or friends involved in gangs, and girls engaging in high-risk behaviors such as substance abuse and early sexual involvement.

The “Got Choices” Program implements a weekly life-skills curriculum, presented in a group setting that facilitates the identification of their strengths, examination of preconceived notions about themselves and others, reflection on their past behaviors while learning to avoid future negative choices, and skill development to manage relationships and feelings in a healthy manner. The curriculum contains three modules: gangs & crime prevention, female health and self-esteem and positive life choices. These modules are organized to engage youth participants through role playing, quizzes, debate-style discussions and group work.

Girl participants also have an opportunity to engage in service projects that will help develop self-esteem and re-engage participants with the community from which they have become isolated. The “Got Choices” program demonstrates to participants how they can make positive contributions to their community.

Location of Services

Bill Wilson Center
3490 The Alameda
Santa Clara, CA 95050

Santa Clara County Muriel Wright Ranch
298 Bernal Road
San Jose, CA 95119

Children's Shelter of Santa Clara County
4525 Union Avenue
San Jose, CA 95124

San Jose Community School
1155 E. Julian Street
San Jose, CA 95116

Santa Clara County Juvenile Hall
840 Guadalupe Parkway
San Jose, CA 95110

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$37,613	\$64,112	\$101,725	170%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System										
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Girl Scouts- Got Choices Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	No, grantee did not spend 100% of their Matching Funds	
			\$37,569		\$59,312	\$96,881	100%	95%		
	Staff	Who were the staff providing services?	Paid FTE		Staff	Years Experience	Years Schooling	Male	Female	Yes
			1.30		6.0	16.3	0%	100%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes
			389		0%	100%	Low			
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			0%		2%	15%	84%	0%		
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other		
			3%		5%	59%	11%	23%		
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
	10%		30%	30%	15%	10%				
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services		Yes
			0%		0%	0%	100%	0%		
Truancy Case Management			Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery				
0%			0%	0%	0%	0%				
Activities	How much services did we provide?	Total Planned Hours of Service for the Year		Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer		Yes	
		3,332		4,087	123%		11			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds		Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds			Yes	
		\$9.19		\$23.70	\$97	\$249				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)				Average Satisfaction of Parents of Youth (0-100% on 4 items)		No Satisfaction < 80%	
			73%		Parent Surveys Not Required					
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client		No Service Productivity < 60%	
			Asset development changes		46%	NA	65%			
			Agency selected changes		53%	NA	81%			
Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability		Yes Quality Score >1		
		1.6		1.2	Decreasing	0.88	Good			

Performance Summary

During the year, the program delivered 123% of its planned units of service. The youth customer report on satisfaction did not meet the target goal of 80% and the grantee missed the service productivity goal for both the youth-reported developmental asset and program-specific changes. The service quality decreased slightly from last year, but still exceeds the goal. Lastly, the reliability of grantee questions was good. The evaluators will work with the grantee to review their program design and implementation to ensure that activities are working to achieve the kind of changes they are targeting in their female customers.

Strengths

The Got Choices approach to working with girls is grounded in core values that they strive to see realized in their girl participants: accountability, leadership, connection to community, sense of completion and personal growth. Program staff take pride in developing a curriculum that is reflective of the population served, encourages critical exploration and provides exposure to challenging topics such as gangs, race relations, group socialization and healthy relationships. Youth participants are given an opportunity to provide input on program activities and curriculum. Got Choices facilitators serve as strong, positive female role models for their clients. Staff have high expectations for girl participants but acknowledge their youthfulness; that they don't have to be so "hard." Got Choices works at addressing the developmental needs of girls and supports them through the process of change. Through intervention programming, Got Choices helps young women discover and rebuild the strengths and assets that form the foundation for choosing healthier and safer behaviors.

Opportunities for Improvement

Due to limited resources, program staff were unable to provide more follow through on referrals to other community resources for clients served at school sites. Staff are encouraged to establish goals for their clients and acknowledge participants when they demonstrate a value in action that is core to the Got Choices program such as accountability and a sense of completion. An area for further program exploration is an aftercare component that would enable clients to receive services upon exit from detention. Lastly, program staff as an area for further improvement, specifically, emergency and life crisis training, identified opportunities for further professional development.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach



worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Girl Scouts-Got Choices	200	206	181	587

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 40%** Because of this program, my success at school (job/training) is better.
- 53%** Because of this program, my understanding of who I am and what I can do is better.
- 44%** Because of this program, my ability to communicate is better.
- 43%** Because of this program, my ability to learn new things is better.
- 49%** Because of this program, my ability to connect with adults is better.
- 49%** Because of this program, my ability to work with others is better.
- 49%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 51%** Because of this program, my ability to think things out before I react is better.
- 63%** Because of this program, I understand the differences between a healthy relationship and an unhealthy relationship is better.
- 51%** Because of this program, my respect for other people is better.
- 51%** Because of this program, my ability to set positive goal for myself is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Need to Increase Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		105	108	0	109	322	

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
70% of girls will initiate and complete one service project by the end of the program year.	No outcome data reported in fourth quarter report.
80% of girls will not have behavioral issues related to expulsions, fights, and suspensions.	No outcome data reported in fourth quarter report.

Success Stories

Girl Scouts completed a service project at each target location. Girl participants created holiday bags for kids at the YWCA center. The bags contained a Christmas ornament, candy bag, teddy bear angel, photo album, and a card with a nice message. The project was initiated as part of a three-week curriculum on getting to know the community and giving back to the community. The goal was to have the girls understand that they can be productive citizens within their community and give back. The project reminded the girls that they are a part of these communities and that they have a responsibility to look out for the younger generations in their community.

The girls from Muriel Wright Ranch participated in a Ropes Course Day at the Girl Scouts-Skylark Ranch. The girls were brought to the site by supervised staff and stayed on site all day. The Ropes Course was a successful event and provided lots of fun, new experiences, and team building for these girls. The girls stated that, “communication was one of the most important things that they learned and took from this experience.” They also stated that, “If one can communicate they can actually prevent miscommunication or even getting angry.” Overall, the girls walked away with the following: trying something that none of them had ever tried before, great team work, better relationships and better communication skills.

Mexican American Community Service Agency (MACSA)

MACSA is an agency founded to serve the unique needs of Latinos. MACSA values a diverse staff that is enriched with both life experience and/or formal education knowing that the best way to reach a community is by honoring people and building trust.

MACSA traces its origins to 1964 when a group of community activists joined together to identify ways to help the emerging Latino community respond to injustices such as discrimination, racism, poverty, police brutality, educational inequity, and inadequate access to public services.

Since its founding, MACSA has remained steadfast and committed to improving the quality of life for youth, families and seniors. MACSA offers programs throughout Santa Clara County, in particular East and Central San Jose, Alviso, Morgan Hill and Gilroy. MACSA's commitment to progressive community change is demonstrated through the numerous youth development programs offered at three youth centers, fifteen schools, libraries, and community sites. MACSA's mission is to enrich the lives and to advance the interests of the Latino community of Santa Clara County.

Project Description

MACSA's Ollin Project provides a multi-phase case management program to youth, 11-21 years of age, exhibiting high-risk and hardcore/gang-involved behaviors. MACSA teaches the skills necessary to deter participants from gangs, violent behavior and drug abuse. This comprehensive, asset-based program includes the following services: one-on-one case management, life skills education, support groups, referral services, early intervention, gang mediation, crisis response, youth leadership, and aftercare services.

The Ollin Project instills responsible behaviors contributing to healthy lifestyles and pro-social behaviors through, *Circuitos de Apoyo*, a twelve-week support group that addresses: character development, independent thinking skills, academic enrichment, decision making and goal setting, and employment readiness. Program staff also organize opportunities for social development including recreational activities, outings, field trips, and special events. These activities focus on assisting participants to become resilient against negative influences.

Upon completion of the twelve-week life skills program, participants are provided the opportunity to "give back" to their neighborhood through community service and art projects through the Leadership in Action component. Aftercare services are provided to participants upon successful graduation from the program.

Gang mediation and intervention services are offered to address potentially volatile gang-related situations in both the Central and Foothill Divisions as requested by the Mayor's Gang Prevention Task Force. Additionally, program staff offers community gang awareness trainings and capacity-building workshops for parents on topics such as: truancy, substance abuse, domestic violence and gang awareness.

Location of Services

MACSA Academia Calmecac
at Independence High School
1776 Educational Park Drive
San José, CA 95133

MACSA Interventions Center
2254 Alum Rock Avenue
San José, CA 95116

James Lick High School
57 North White Road
San José, CA 95127

Yerba Buena High School
1855 Lucrecia Avenue
San José, CA 95122

Other Foothill and Central Police Division
Hotspots listed under Gang Mediation
Intervention Response Coordination

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$158,000	\$39,824	\$197,824	25%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System											
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Mexican American Community Service Agency Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals			
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent		Percent of Total Funds Spent		Yes
			\$158,333		\$41,257	\$199,590	100%		101%		
	Staff	Who were the staff providing services?	Paid FTE		Staff Experience	Years Schooling	Male		Female		Yes
			3.37		13.7	13.8	50%		50%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets				Yes
			137		84%	16%	Low				
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs		Adults		
			0%		0%	6%	94%		0%		
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans		Other		
			4%		2%	91%	2%		1%		
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member			
			0%		10%	20%	60%		10%		
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth		Domestic Violence Services		Yes
			88%		3%	0%	0%		0%		
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness		Unique Service Delivery		
			0%		0%	0%	9%		0%		
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year		Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year			Actual Hours of Service per Customer		Yes
			5,514		6,975	126%			51		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds		Actual Cost per Hour Total Funds	Cost per Customer BEST Funds		Cost per Customer Total Funds		Yes		
		\$22.70		\$28.62	\$1,156		\$1,457				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)			Average Satisfaction of Parents of Youth (0-100% on 4 items)			No Satisfaction > 80%		
			77%			78%					
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)			Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client		Yes Service Productivity > 60%	
			Asset development changes			61%	68%	85%			
			Agency selected changes			65%	77%	82%			
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08			Change in Service Quality	Reliability of Grantee Questions	Level of Reliability		Yes Quality Score >1	
			2.1 2.0			Decreasing	0.80	Good			

Performance Summary

MACSA completed 126% of its contracted services for year. The grantee did not meet the performance target goal for customer satisfaction of 80%, with youth and parent customer satisfaction scores of 77% and 78%, respectively. Customers did indicate that the program achieved the desired changes in developmental asset and agency-specific measures by exceeding the goal of 60%. Service quality decreased slightly from last year and the reliability of grantee questions remains good.

Strengths

MACSA staff strive to model integrity by how they carry themselves when around youth clients, through their interaction and relationship with school staff. The Ollin Project allows for a space of change and learning to take place. Youth are allowed to make mistakes and to learn lessons through reflection. Participants are taught how to use their inner wisdom to stop, reflect, pay attention and be aware. A core lesson that is taught to youth customers includes the four concepts of “palabra” (translation: word): 1) keep your word; 2) be responsible for your actions; 3) do no harm to others and 4) be positive example for others.

Youth clients are taught by program staff that their quality of questions determines their quality of life. In other words, their ability to critically engage the world around them will enable them to improve how they maneuver through the world, the choices they make and the quality of life they can live.

Opportunities for Improvement

Staff are highly encouraged to explore creative ways to continue teaching participants how to trust themselves and question others in a non-confrontational or persuasive way. Also, program staff should integrate into their program design challenges for youth to practice/exercise what they learn in program into their every day life and provide a space each week where youth participants can share what they learned when practicing implementing program teachings into their everyday life. An on-going challenge for program staff is the consistency with referrals and follow-up and organizing logistics for program activities. Finally, it is recommended that staff monitor the program activity schedule for the year and create learning objectives for program curricula to better track delivery of program services and outcomes.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000;



however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Mexican American Community Services Agency	195	201	233	629

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 56%** Because of this program, my success at school (job/training) is better.
- 67%** Because of this program, my understanding of I am and what I can do is better.
- 57%** Because of this program, my ability to communicate is better.
- 76%** Because of this program, my ability to learn new things is better.
- 57%** Because of this program, my ability to connect with adults is better.
- 59%** Because of this program, my ability to work with others is better.
- 54%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 35%** Because of this program, my ability to give back to the community is better.
- 47%** Because of this program, I can resolve conflicts without violence.
- 76%** Because of this program, my ability to make responsible choices is better.
- 68%** Because of this program, my attendance at school is better.
- 82%** Because of this program, my pride in my culture and my people is better.
- 80%** Because of this program, my commitment to keeping my own Palabra (WORD) is better.

Survey Sampling

Survey Sample	How many customers did they survey?					Total Surveys Collected	Good Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys		
		95	79	78	80	332	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
60% of youth participants will have completed the Five goals established in the Service Intervention Plan.	Of the 143 youth enrolled 75% were able to complete their five goals on the Service Intervention Plan.
60% of youth participants will not get arrested or re-offend.	Of the 143 youth enrolled 70% did not re-offend or violate their probation.

Success Stories

MACSA hosted a Community Event for Peace & Candlelight Vigil in October 2007 in which the Ollin Project team members participated. The march started at the Plaza De San José on the corner of Story and King Roads and ended at the Guadalupe Church. At the church, food, activities, as well as resources were provided for families, victims and community members. The event attracted approximately 300 to 400 people.

During the month of October, a male youth demonstrated significant progress as part of the early case management program. He started the new school year at Academia Calmecac and excelled in the pursuit of his academic goals, more specifically through improvements in attendance and academic performance. He built a strong rapport with the school, MACSA Intervention staff, and fellow youth participants through his consistency and determination to succeed in achieving his personal goals. He continued to practice and exercise the skills he learned through program and applied them to his daily life.

A female youth improved her overall behavior through a better understanding of responsibility and accountability for her choices and actions. She consistently attended the program and school, while also acting on the terms of her probation and improving relationships within her family. The female youth demonstrated great potential as a team leader in offering her wisdom and experiences to others in the community.

A male youth improved his overall behavior through a better understanding of taking responsibility for his actions. He demonstrated his ability to respond proactively in various

intense situations during his participation in the program and at school. His personal dedication to complete the terms of his probation and advance his personal development was acknowledged by his probation officer and his family. The youth consistently arrived early for program activities, helped to setup the class, and provided support to new youth entering the program.

The Ollin Project, in collaboration with other community based agencies, assisted with the City of San José annual handball tournament. Ten (10) youth from the Ollin Project attended the tournament and participated. One of MACSA's youth was the first female to play at the tournament and set an example for others to follow.

A male youth participant in the Ollin Project attended programming offered through Firehouse and California Youth Outreach. Through participation in additional programming, he opened tremendously with regard to his personal experiences to both peers and the staff. He demonstrated the capacity to achieve his goals when he applied himself with total commitment. The male youth participant dedicated himself to graduating from high school and pursuing a career as a car mechanic.

A female participant in the Ollin Project consistently participated during program activities and in class. She made the commitment to stay in the Ollin program and set a goal for herself to try out for the softball team. One day she arrived to class and shared with her peers and staff that she made the high school softball team. She attended games, improved her grades, and learned a lot from her teammates.

Six individuals completed the Ollin Program in July 2008. They demonstrated, through their participation for 18 weeks, the ability to keep their "palabra". They committed to follow through with the programs goals, to actively participate, and to give back to the community. Collectively, they set an example for other Ollin youth to follow in relation to completing the program.

Next Door Solutions to Domestic Violence

Next Door promotes safety for battered women and their children through emergency shelter; multiple points of entry for victims; individuals, system and institutional advocacy; crisis intervention; education for victims; youth and the community; and the changing of community norms through prevention activities. Next Door's mission is ending domestic violence in the moment and for all time.

Next Door is a private nonprofit organization that exists to create a violence free society by offering services to women, men and children affected by domestic violence. Next Door has been serving the community since 1971, when activists working on anti-poverty issues realized one of the biggest issues faced by the women they were working with was domestic violence. In 1974, the grassroots organization incorporated under the name of WOMA, the Woman's Alliance, and in 1976, opened the first shelter in Santa Clara County and the first shelter in the country that provided services in Spanish to a largely Latina population. In October of 1989, the organization changed its name to Next Door Solutions to Domestic Violence to reflect the fact that domestic violence is not just a women's problem. The name also emphasizes that Next Door offers solutions to this critical problem, and that help may be as close as next door.

Project Description

Next Door provides domestic violence services to youth referred by parents, teachers, Department of Family and Children Services (DFCS), Santa Clara County Probation and other agencies and case managers. The program provides support groups for elementary children, middle and high school youth. Topics discussed in the support groups include: conflict resolution, bullying, identification of feelings, expressing feelings, safety issues, recognizing and honoring diversity, and helping others. Individual counseling/mentoring is offered to children and youth ages 3- 18 at the Next Door Community Office. Staff provide home visits, family activities, and community service projects for the sole purpose of strengthening the relationship between the parent and youth.

Next Door also offers a 26-week Batterers Intervention Program to youth 13 to 18, who are ordered to attend by the court. The group curriculum includes topics such as: honesty and accountability, non-violent communication, boundaries and limits, relationship skills, and effects of violence on partners and children.

Location of Services

Next Door Solutions to Domestic Violence
234 East Gish Street, Suite 200
San José, CA 95112

Other Locations to be determined

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$46,410	\$82,462	\$128,872	178%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System									
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Next Door Solutions to Domestic Violence Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII						Met Target Goals
EFFORT	Inputs	What did BEST spend on services?	Percent of					Yes	
			BEST Funds Spent	Matching Funds Spent	Total Funds Spent	BEST Funds Spent	Percent of Total Funds Spent		
			\$46,410	\$82,462	\$128,872	100%	100%		
	Staff	Who were the staff providing services?	Years					Yes	
			Paid FTE	Staff	Experience	Schooling	Male		Female
			2.50		8.3	15.8	20%		80%
	Customers	Who are our children and youth customers?	Total Unduplicated Customers			Level of Youth Developmental Assets			Yes
			391	Male	Female	Low			
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			4%	17%	16%	62%	0%		
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other		
			3%	7%	73%	7%	9%		
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
			70%	10%	9%	10%	1%		
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			0%	0%	0%	0%	100%		
Truancy Case Management			Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery			
0%			0%	0%	0%	0%			
Activities			How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer	
	5,460	7,391		135%		19			
	Outputs	How much did the services cost to deliver?		Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds	Yes	
\$6.28			\$17.44	\$119	\$330				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)			Yes Satisfaction > 80%	
			82%		82%				
			Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes		Parent Report on their Child
	Asset development changes				66%	62%	72%		
	Agency selected changes				82%	82%	82%		
	Service Quality and Reliability	Were our services equally effective for all our customers?			Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability
1.5 2.9			Increasing	0.86	Good				

Performance Summary

During the year, the program delivered 135% of the planned units of service. Perhaps, Next Door Solutions should review their planning of program services and implementation schedule to more accurately project their planned units of service for the year. The youth and parents reported that they were satisfied with service, as indicated by the customer satisfaction scores of 82% for each. The grantee also met the service productivity goal for youth and parent-reported developmental asset and program-specific changes. Lastly, the service quality increased from last year and the level of reliability of grantee questions remains good.

Strengths

Next Door Solutions to Domestic Violence provides a safe space for all youth they serve, across the various ages, to have a voice and feel welcomed. Program staff create opportunities for their youth clients so that violence is not the only thing there is in their life. The design of the unique youth programs within Next Door strive to decrease clients' self blame for what is happening in the lives of adults with whom they have a relationship.

Through the various programs offered, Next Door strives to promote engagement, collaboration and community involvement. All services are delivered with integrity to clients, empowerment, commitment to the communities served, empathy for others lived experiences, an appreciation for diversity, and safety. Next Door is acknowledged for their efforts to reach out to minorities and those youth at high risk including incarcerated youth and teen mothers.

Opportunities for Improvement

Program staff at Next Door Solutions identified mentoring training as an opportunity to strengthen their professional development to improve the quality of mentoring offered through the various program components.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention



services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Next Door Solutions to Domestic Violence	203	203	281	687

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets (Youth)

- 40%** Because of this program, my success at school (job/training) is better.
- 48%** Because of this program, my understanding of I am and what I can do is better.
- 50%** Because of this program, my ability to communicate is better.
- 54%** Because of this program, my ability to learn new things is better.
- 67%** Because of this program, my ability to connect with adults is better.
- 71%** Because of this program, my ability to work with others is better.
- 82%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors (Youth)

- 92%** Because of this program, I can distinguish healthy from unhealthy relationships.
- 86%** Because of this program, I can resolve conflicts without violence.
- 81%** Because of this program, my ability to express my feelings is better.
- 84%** Because of this program, I understand that my parents’ actions are their responsibility.
- 73%** Because of this program, I interact with my parents.

Targeted Youth Developmental Assets (Child)

- 61%** This program helps me with my schoolwork.
- 79%** This program helps me get along with adults.
- 79%** This program helps me learn new things.
- 92%** This program helps me stay safe.
- 87%** This program helps me get along with other kids.
- 84%** This program helps me feel good about myself.

Targeted Program Skills, Knowledge, Attitudes and Behaviors (Child)



82% This program helps me settle my problems without fighting.
 74% This program helps me express my feelings.
 84% This program makes me feel less responsible for what my parents do.
 89% This program makes me share time with my mother.

Survey Sampling

Survey Sample	How many customers did they survey?						Excellent Sample Size
		RPPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		274	305	184	207	970	

Note: RPPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
Youth participating in Teen Program activities will decrease their isolation and increase the number of caring adults/role models in their lives by at least one.	74% of youth participating in Teen Program activities decreased their isolation and increased the number of caring adults/role models in their lives by at least one.
Children participating in the children's programs will demonstrate increased social skills and increase the number of children they can identify as friends.	80% of children participating in Children's Programs demonstrated increased social skills and increased the number of children they can identify as friends.

Success Stories

The Teen Dating (DATE) Program was initiated at the Wright Center. A group of girls at the center worked with Next Door staff to adopt, prepare, and present the DATE skits to their peers. The skit development process served as an opportunity to get to know the girls, afforded the girls the time to reflect on their experiences with dating violence and explored developing positive relationships with healthy role models. The actual performance was presented to both the female and male residents of the center and was well received. The youth that attended responded respectfully to the presentation. Several of the young people asked to talk to Next Door staff following the performance to discuss their experiences with dating abuse. Sheila Mitchell, Chief Probation Officer of Santa Clara County, sent a letter of appreciation commending the program for not being gender specific and for focusing on the multi-dimensional impact of domestic violence. Next Door committed to working with youth at the Wright Center by meeting with them prior to their exit from the center. The meetings are intended to provide a connection to Next Door services after they leave the center and to do safety planning with those youth who are concerned about their well-being.

Pathway Society, Inc.

Pathway Society, Inc. exists to provide services that promote the development of individual, family and community wellness. This mission is accomplished through programs designed to provide a continuum of substance abuse and behavioral health services. The goal of these programs is to foster and promote healthy lifestyles.

Project Description

Pathway Society provides prevention, intervention, and treatment services targeting youth ages 10-19 that are at-risk of substance abuse or delinquent behaviors. Services also target youth who exhibit delinquent and gang-related behaviors, and who have a history of substance abuse.

Substance abuse day treatment services are designed to help targeted youth lead lifestyles that are free of delinquency, gang involvement and substance abuse. Staff members provide intake and assessment, group counseling, individual counseling, and recreation, prevention, and educational activities. Daily, group counseling is designed to reduce and/or eliminate chronic and habitual substance abuse and associated behaviors by providing a space where each participant can examine his/her pattern of substance abuse, explore alternative behaviors and develop a plan for change. Individual counseling is offered to clients with an increased focus on self and individual thoughts, feelings and behaviors. A recreation component consists of monthly clean and sober activities for participants involved in treatment (group and individual counseling) to help them learn how to spend leisure time without the use of alcohol or other drugs. Activities may include pizza parties, barbecues, and field trips to the beach, San Francisco Zoo, and sporting events.

The program also provides educational presentations to school health classes at targeted school sites. These presentations serve to educate and inform students and teachers about the impact of substance use, to provide information about new substance abuse drugs and to facilitate appropriate referrals for services.

Location of Services

Mount Pleasant High School
1750 South White Road
San José, CA 95122

Silver Creek High School
3434 Silver Creek Road
San José, CA 95121

J.W. Fair Middle School
1702 McLaughlin Avenue
San José, CA 95122

William Sheppard Middle School
480 Rough and Ready Road
San José, CA 95133

Overfelt High School
1835 Cunningham Avenue
San Jose, CA 95122

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$312,837	\$62,567	\$375,404	20%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System											
Perfor-mance Account- ability Model	Logic Model	BEST Evaluation Questions	Pathway Society Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals			
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent		Percent of BEST Funds Spent		Percent of Total Funds Spent	Yes	
			\$312,837		\$62,678		\$375,515				100%
	Staff	Who were the staff providing services?	Paid FTE		Staff	Years Experience	Years Schooling	Male	Female	Yes	
			4.85		14.6		16.8		40%		60%
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes	
			721		54%		46%		Low		
			0-5 yrs		6-10 yrs		11-14 yrs		15-20 yrs		Adults
			0%		0%		47%		53%		0%
			Asian Pacific Americans		African Americans		Latino Americans		Caucasian Americans		Other
			11%		2%		81%		2%		3%
			Client At-Risk		Client High- Risk		Client-Gang Supporter		Client-Gang Member		Hard-Core Gang Member
	0%		55%		40%		5%	0%			
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes		
			0%		0%		100%			0%	0%
			Truancy Case Management		Day Education Programs		Parent Family Support	Community Gang Awareness		Unique Service Delivery	
			0%		0%		0%			0%	
Activities	How much services did we provide?	Total Planned Hours of Service for the Year		Total Actual Units of Service for the Year		Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer	Yes		
		19,086		23,750		124%		33			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds		Actual Cost per Hour Total Funds		Cost per Customer BEST Funds	Cost per Customer Total Funds	Yes			
		\$13.17		\$15.81		\$434	\$521				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%		
			83%		91%						
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60%			
			Asset development changes		76%	83%	88%				
			Agency selected changes		79%	83%	90%				
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score >1			
2.0			2.4	Increasing	0.87	Good					

Performance Summary

During the year, Pathway Society delivered 124% of its planned units of service. The youth and parent-report customer satisfaction achieved the target goal of 80% with scores of 83% and 91%, respectively. Youth and parents also reported that the program achieved its goal for developmental asset and program-specific changes. The service quality increased from last year, and exceeds the goal. The reliability of grantee questions is good.

Strengths

Pathway Society promotes healthy lifestyle choices through individual and group counseling. Many of their youth clients are exposed to unhealthy environments that promote drug and substance abuse, and Pathway Society helps them be more aware of their environment and critically think of the choices they are making through cognitive/behavioral strategies. Youth are challenged to be critical about what is going on around them and think for themselves. Pathway Society works to lessen clients' dependence on substance usage by encouraging involvement in pro-social activities that can fill their time with positive engagement. When other issues that are beyond their scope of work arise, Pathway Society will refer to other service providers. However, Pathway Society has seen a rise in the violence in clients' lives, school and surrounding community and is commended for working to build partnerships with other BEST providers to more effectively support youth that are facing these challenges at the school sites they service.

As part of therapy, program staff meet with parents to solidify and rebuild the relationship between parent and child. Oftentimes, youth don't feel loved due to a breakdown in communication. To this end, reunification is a priority for staff.

Opportunities for Improvement

An on-going challenge faced by Pathway Society in delivering services to youth clients is the need to continuously educate new school administrators on school campuses to the philosophy and approach of Pathway Society. Although the turnover of school administrators is out of the control of service providers on school campuses, staff are encouraged to continue their efforts of collaborating with other community based organizations delivering services at their target school sites to sustain the safety net of support services to youth clients regardless of the change of school day staff.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI.



Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Pathway Society	202	189	295	687

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 82%** Because of this program, my success at school (job/training) is better.
- 83%** Because of this program, my understanding of I am and what I can do is better.
- 77%** Because of this program, my ability to communicate is better.
- 61%** Because of this program, my ability to learn new things is better.
- 74%** Because of this program, my ability to connect with adults is better.
- 75%** Because of this program, my ability to work with others is better.
- 80%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 93%** Because of this program, my understandings about the problems with drugs/alcohol/cigarettes are better.
- 69%** Because of this program, my knowledge about safe sex is better.
- 86%** Because of this program, my ability to make healthy choices is better.
- 79%** Because of this program, I can ask for help better.
- 81%** Because of this program, my participation in positive activities is better.
- 76%** Because of this program, my level of self-confident is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Good Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected	
		140	121	97	125	483	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
Students participating in Pathway School programs will decrease drug involvement and alcohol use by 65% throughout the school year.	Students that participated in the Pathway School program decreased their drug involvement and alcohol use by 65% throughout the school year.
Students participating in Pathway School programs will become more involved in pro-social activities, (i.e. school attendance, community participation, cultural competence, community activities) by 50% throughout the school year.	Students that participated in the Pathway School program became more involved in pro-social activities,(i.e. school attendance, community participation, cultural competence, community activities) by 50% throughout the school year.

Success Stories

The Pathway counselor at W.C. Overfelt High School met with youth from rival gangs to promote the school campus as a “safe zone.” Reducing violence and other public nuisances around the school was a priority during discussions with youth. The agency collaborated with Victory Outreach to reach out to youth and promote peace. Pathways at Overfelt is providing snacks, fruits, etc. from the Food Bank to over 100 youth a day at Overfelt High School. Additional resources were made available at J.W. Fair Middle School as a result of the agency’s efforts.

Rohi Alternative Community Outreach

Rohi Alternative Community Outreach (RACO) serves young people by overseeing positive programs that invest in human development and gang, drug and criminal intervention. The mission of RACO is to serve as a liaison between youth, adults, churches, city officials and community organizations by developing, implementing and managing positive programs that promote educational, health, spiritual, arts, cultural, social, economic, community and civic awareness. The purpose of RACO is to serve as a community organization where people can experience unconditional love, hope, help and healing.

In 1995, President/CEO of Rohi Alternative Community Outreach, Jeff Heard, had a burden on his heart to help the young people of the community stay away from drugs, gangs, violence, alcohol, and other ills that plague today's youth. In February of 1995, Jeff along with volunteers from the community as well as rap artists, put together a youth town hall meeting to discuss issues that concern today's youth. From that meeting, Jeff learned that the youth of San José needed a program to prevent them from falling into the traps of the society. As a result, Jeff along with other volunteers inaugurated the city's first Midnight Basketball League in April of 1995.

RACO has since implemented programs such as the mentoring programs, Young Ladies Diversion and Boys to Men, a Homework Center and Juvenile Hall Outreach to meet the needs of the youth of the community. In addition, Rohi Temple of Reconciliation, a community based, non-traditional, multi- cultural church was established in 1998. RACO's latest program is the Technology Education and Career Training Program (TECT), which trains participants to obtain Cisco network certificates in order to become competitive in the computer industry.

Project Description

RACO targets youth between the ages 14 and 25 who exhibit delinquent and high risk behaviors, such as gathering at locations known for drug and gang-related activities, affiliating with known gang members and exhibiting truancy problems. The program assists youth who have experienced difficulties coping with family, school, peer pressure, community expectations and demands, and life circumstances. The program focuses on providing positive and healthy activities, including recreation and sports, retreats, community service projects, and personal and community life skills development. Staff members provide supervised after school activities conducted on Tuesday nights which includes facilitated team-building exercises. Each participating youth receives a service plan that identifies barriers to success, activities and description of services, estimated date of completion, goals, and support service needs. The program also operates mentoring and a community service component, as well as a midnight basketball league which takes place at Mt. Pleasant High School. RACO conducts a mandatory one-hour life skills workshop for all participants on game night.

Location of Services

Mt. Pleasant High School
1750 S. White Road
San José, CA 95127

Rohi Alternative Community Outreach
2105 Swift Avenue, Suite C
San Jose, CA 95148

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$80,250	\$202,075	\$282,325	252%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System										
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Rohi Alternative Community Outreach Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent Percent of Total Funds Spent		Yes	
			\$80,250	\$198,612	\$278,862	100%	99%			
	Staff	Who were the staff providing services?	Paid FTE	Staff	Years Experience	Years Schooling	Male	Female	Yes	
			3.42		6.7	14.5	33%	67%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes
			238	70%	30%	Medium				
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Adults			
			1%	5%	10%	68%	17%			
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other			
			35%	27%	30%	2%	6%			
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member			
			0%	30%	10%	45%	15%			
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services		Yes
			100%	0%	0%	0%	0%			
			Truancy Case Management	Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery			
			0%	0%	0%	0%	0%			
Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year			Actual Hours of Service per Customer	Yes		
		13,404	22,806	170%			96			
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds				Yes	
		\$3.52	\$12.23	\$337	\$1,172					
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)		Average Satisfaction of Parents of Youth (0-100% on 4 items)				Yes Satisfaction > 80%	
			95%	No Parents Required						
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60%		
			Asset development changes		74%	NA	100%			
			Agency selected changes		78%	NA	100%			
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score >1		
			2.3 2.5	Increasing	0.85	Good				

Performance Summary

The program completed 170% of contracted services for the first half of the year. Perhaps, RACO should review their planning of program services and implementation schedule to more accurately project their planned units of service for the year. Youth customers were satisfied with service, exceeding the customer satisfaction goal of 70%. Youth-reported service productivity for asset development and program-specific changes exceeded the goal of 60%. Service quality reflected an increase from the previous year and the reliability of grantee-specific questions was good.

Strengths

RACO Alternative Community Outreach has successfully served youth since 1995 with a model Midnight Basketball program that provides positive programs to help the youth of the community stay away from drugs, gangs, violence, alcohol, and other ills that plague today's youth. The RACO Midnight Basketball program is a national model that allows youth who have experienced difficulties coping with family, school, peer pressure, community expectations and demands, and life circumstances to get the needed support to build on their strengths and assets to find a path to a healthy and productive life. RACO uses mentoring, transition to adulthood, recreation, sports, retreats, weekly support group activities, one-on-one counseling, and community service projects as some of the program services provided to youth. Each youth receives and develops a service plan that sets goals for their personal development. Before playing in the Midnight Basketball game, each player participates in a one-hour life skills workshop. The model has been effective over the past decade. This year, the program has received numerous referrals from Juvenile Probation Sentencing Alternatives. The staff continues to be dedicated, motivated, and committed to assisting youth to reconnect to the opportunities found in the San José community.

Opportunities for Improvement

This evaluation report is dedicated to Jeff Heard, the late executive director of RACO, who passed away in October of 2008. The program is continuing, but along with the youth of San José, all of the members of the Mayor's Gang Prevention Task Force will miss the force and dedication of this amazing man. The City of San José BEST staff and the evaluation team should provide any technical assistance requested to assist the new executive director. The program should continue to deliver their successful services.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI.



Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Rohi Alternative Community Outreach	201	187	301	690

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 64% Because of this program, my success at school (job/training) is better.
- 87% Because of this program, my understanding of I am and what I can do is better.
- 76% Because of this program, my ability to communicate is better.
- 85% Because of this program, my ability to learn new things is better.
- 66% Because of this program, my ability to connect with adults is better.
- 86% Because of this program, my ability to work with others is better.
- 65% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 58% Because of this program, my knowledge about safe sex is better.
- 77% Because of this program, my ability to resolve conflicts peacefully is better.
- 83% Because of this program, my ability to work as a team is better.
- 81% Because of this program, my ability to set goals for the future is better.
- 89% Because of this program, my ability to stay hopeful and respect myself is better.

84% Because of this program, my confidence as a leader is better.
 79% Because of this program, my appreciation for other culture is better.
 82% Because of this program, my ability to meet new people is better.

Survey Sampling

Survey Sample	How many customers did they survey?					Total Surveys Collected	Good Sample Size
		RPR Survey	Youth Surveys	Parent Surveys	Staff Surveys		
		90	90	0	101	281	

Note: RPR is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
75% of RACO participants will be able to increase their ability to resolve conflicts peacefully.	75% of RACO participants reported to ROHI their increased ability to resolve conflicts peacefully.
80% of RACO participants will be able to increase their ability to set goals.	80% of RACO participants reported their increased ability to set goals.

Success Stories

RACO initiated another season of Midnight Basketball League. There were over 30 youth on the waiting list for the program. Thirty-five (35) youth had the opportunity to go away on a leadership retreat for the weekend. The youth were so motivated that they went out and recruited other youth for the program increasing the program waiting list to 50 youth. RACO considered expanding the program and adding two additional teams in order to accommodate the youth on the waiting list. Many of the youth in the program who attended the retreat were able to receive guidance and counseling, enabling case managers to identify participant needs. Five (5) youth were in need of housing referrals, and many more needed assistance with jobs and college applications.

RACO was able to take youth participants of the mentoring program on two exposure activities at no cost to them. The young ladies attended a performance of Swan Lake at the Ballet San José, and the young men attended a San José State University basketball game and toured the campus. One mentor, a UC Berkeley alumnus and a previous graduate of RACO programs, took eight (8) young ladies on a campus tour of UC Berkeley and to the women's basketball game. Many of the young ladies and men had never been on a college campus.

Ujima Adult and Family Services, Inc.

Ujima Adult and Family Services started as Ujima Youth Program of the South Bay Association of Black Social Workers in 1991. As per plan, it spun off and incorporated as Ujima Adult and Family Services, Inc. in 1994. The agency was created from inception to be of the African community and serve the community by developing and providing African centered services. This also includes raising the consciousness of adults, youth and their families by affirming life giving and life saving values that motivate people of African descent toward self-determination and liberation.

Project Description

Ujima's BEST-funded program provides personal development and youth support groups for high-risk, pre-gang and gang-involved youth. Ujima seeks to assist youth in developing social and academic skills, as well as self-sufficiency capacities. The goal of the program is to increase cultural and self-knowledge, self-esteem and confidence.

The youth support groups cover various topics including: African history, African Americans and their contributions to society, cross-cultural appreciation, gang affiliation/consequences, youth and the legal system and anti-smoking, drug and alcohol education. The course assists youth in increasing their developmental assets and directly addresses this with the infusion of cultural knowledge and the importance of knowing yourself and utilizing the strengths of ancestors to support health and increase competence. The weekly school-based program utilizes multi-media curriculum designed to challenge students to critically think about their identity, community, education and history.

Ujima staff members provide case management services to high risk youth at targeted school sites throughout San José. These services can consist of monitoring grades, behavior and attendance. For youth participants identified as needing increased services, program staff offer a goal-oriented needs assessment, the development of a service plan, home visits, playing the role of advocate/representative during the student client's required hearings/meetings, and contact with other community based organizations.

Location of Services

Andrew Hill High School
3200 Senter Road
San Jose, CA 95111

Santa Teresa High School
6150 Snell Avenue
San José, CA 95123

Silver Creek High School
3434 Silver Creek Road
San Jose, CA 95121

Oak Grove High School
285 Blossom Hill Road
San Jose, CA 95123

Ujima Adult & Family Services
2681B Zanker Road
San José, CA 95134

Client's home or school

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$149,000	\$29,800	\$178,800	20%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System								
Performance Account-ability Model	Logic Model	BEST Evaluation Questions	Ujima Adult & Family Services Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII					Met Target Goals
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	Yes
			\$149,000	\$29,800	\$178,800	100%	100%	
	Staff	Who were the staff providing services?	Paid FTE	Staff Experience	Years Schooling	Male	Female	Yes
			3.13	NA	16.0	100%	0%	
	Customers	Who are our children and youth customers?	Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets		Yes
			114	34%	66%	Medium		
			0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	Adults	
			0%	0%	20%	80%	0%	
			Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other	
			5%	85%	7%	2%	1%	
			Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member	
			48%	26%	19%	4%	0%	
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups	Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			95%	0%	0%	0%	0%	
			Truancy Case Management	Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery	
			0%	0%	0%	0%	5%	
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year		Actual Hours of Service per Customer	Yes
		25,782	27,661	107%		243		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds		No	
		\$5.39	\$6.46	\$1,307	\$1,568			
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)			Average Satisfaction of Parents of Youth (0-100% on 4 items)		Yes Satisfaction > 80%
			87%		ND			
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60%
			Asset development changes		69%	ND	76%	
			Agency selected changes		66%	ND	79%	
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes Quality Score >1
			3.9 2.3		Decreasing	0.74	Good	

Performance Summary

The program delivered 63% of its planned units of service - falling short of achieving its goal for the year by 37%. The grantee did not meet its goal for cost per unit of service. Youth-reported customer satisfaction score exceeded the goal of 80%. Both the youth and parents reported that the program achieved its goal for developmental asset and program-specific changes. The service quality score decreased from last year but still achieved the target goal, while the reliability was good.

Strengths

Ujima offers culturally proficient services that are geared at promoting healthy behaviors and improved quality of life for African people. Services include life skill classes, case management and building a strong connection of clients to their history and tradition. Identity is critical to Ujima's service delivery model, from their mental health services, administration, staff and programming. Clients are taught the importance of self-awareness to their community and responsibility to self. Staff use an African centered approach. Life skills are delivered with a culturally relevant perspective, and facilitators try to leave no stone unturned in their approach. Staff are creative in their curriculum development and include the usage of multimedia and hands-on experience to ensure that different styles of learning are taken into consideration. Current events, issues, and the inclusion of music, art and spoken word are utilized to engage participants and increase student involvement. Ujima believes that when African youth have a sense of their identity, it changes their determinant of success and their ability to be healthy with other people and to better navigate through the world.

Opportunities for Improvement

Ujima has identified the lack of parental and family involvement as an on-going challenge they face in delivering services to their youth clients. This lack of parental involvement has made it challenging for program staff to retrieve parent surveys from youth clients and to become more involved in their child's life. It is recommended that program staff look at exploring the possibility of integrating quarterly parent workshops to showcase success of youth clients or to engage parents in workshops that teaches them how to better navigate the educational system to support their child's success. This would also provide a venue for program staff to disseminate parent surveys and let them know how valuable their feedback is to practicing continuous improvement as an organization.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the



purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Ujim Adult & Family Services	199	162	252	613

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 55%** Because of this program, my success at school (job/training) is better.
- 86%** Because of this program, my understanding of I am and what I can do is better.
- 74%** Because of this program, my ability to communicate is better.
- 71%** Because of this program, my ability to learn new things is better.
- 69%** Because of this program, my ability to connect with adults is better.
- 62%** Because of this program, my ability to work with others is better.
- 64%** Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 91%** Because of this program, my understanding of and pride in my culture is better.

64% Because of this program, my knowledge of the cycle of violence is better.

62% Because of this program, my understanding of the importance of working to help my community is better.

86% Because of this program, my knowledge of the history of the African Diaspora is better.

69% Because of this program, my understanding of the justice system is better.

26% Because of this program, my understanding of how food and chemicals affect my health is better.

Survey Sampling

Survey Sample	How many customers did they survey?						Total Surveys Collected	Need to increase parent sample size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys			
		38	82	22	198		340	

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
60% of participants will increase their involvement in one or more additional school or community activities.	63% of participants increased their involvement in one or more additional school or community activities.
60% of participants will increase their utilization of campus resources for school success.	67% of participants increased their utilization of campus resources for school success.

Success Stories

A number of youth participants increased their involvement in programming and services as a result of their development during the summer program. Many youth became peer role models for other students on campus. A number of students became more involved in positive extra-curricular activities. Program participants took on leadership roles in student government as well as the Black Student Union.

Some youth participants improved their behavior as a result of assistance during school transfers and continued support services. Many of the youth were on the verge of expulsion, and can now focus on meeting and exceeding the expectations of the caring adults in their lives.

A male youth participant transformed himself from a troubled student to a leader on campus, organizing a month's worth of African History Programming for Black History Month at Job Corps of San José. The youth utilized the assistance of Ujima's Community Programs staff to

enable over 250 students to learn and participate in Black History Month activities. In addition, on a field trip to the Rosicrucian Museum of San José, a number of veteran students were able to facilitate a discussion for younger students on the importance of Egyptian culture. Program graduates and veterans provided peer advice and role modeling for newer participants.

One Ujima participant received a four-year scholarship to a historically Black college.

Six (6) youth successfully completed a week-long conflict resolution, anti-violence and team building camp at Sonoma State University. The youth interacted with over 70 youth and instructors. The youth participated in every camp workshop and activity.

Volunteer Center of Silicon Valley

The Volunteer Center of Silicon Valley (VCSV) is committed to connecting volunteers with community needs and promoting volunteerism in Santa Clara County. As a catalyst for inter-organizational collaboration, the Volunteer Center is the prime information and referral resource within Santa Clara County and the greater Silicon Valley. The Volunteer Center serves as the 501(C)(3) community based non-profit organization clearinghouse which mobilizes and links the talents and time of diverse volunteers to help meet critical needs in the community.

In collaboration with hundreds of community based non-profit organizations, public agencies, corporations, community service clubs and faith-based activities, the Volunteer Center is uniquely positioned to make effective use of a community volunteer pool that includes people of all ages, ethnicities and nationalities. As an organization dedicated to volunteer promotion, training and support, the Volunteer Center is ideally positioned to link a diverse and ever-changing pool of volunteers with the needs of the community.

Project Description

Volunteer Center of Silicon Valley provides specialized truancy case management services to middle and high school truant youth who are 12 to 17 years of age and have been identified as “habitual truants” to re-engage them back into the school system by providing support that to help them succeed in school. Services include weekly visits at school and at home in order to build relationships with both the youth and the family – as well as to build the motivation youth need to succeed. The program design focuses on providing skills, knowledge and support to effect attitude and behavioral change in youth clients. As part of the truancy services, VCSV has worked closely with their target school sites to organize support groups using peer support to encourage youth to attend and continue in school. Transition services and referrals for specialized services such as family relationship development, career/vocational planning and positive social competencies are explored with youth clients.

Through a collaborative effort established during Cycle 16 between San José BEST, ESUHSD and the Santa Clara County’s District Attorneys Office (SCCDA), VCSV provides life skill presentations to truant youth mandated to attend Saturday School at Independence High School. These presentations focus on increasing youth developmental assets and enhancing the potential for successful re-enrollment and re-engagement back into school.

Location of Services

Peter Burnett Middle School
850 N. Second Street
San Jose, CA 95112

San Jose High Academy
275 N. 24th Street
San Jose, CA 95116

Volunteer Center of Silicon Valley, Inc.
1922 The Alameda, Suite 100
San Jose, CA 95126

City of San José Grant Funds

Contracted amount of BEST grant and matching funds for FY 2007-08				
	BEST Funds Granted	Matching Funds	Total Funds	Percent Match
	\$52,500	\$32,101	\$84,601	61%

FY 2007-08 Effort and Effect for the Year

BEST Performance Logic Model Evaluation System										
<i>Performance Account-ability Model</i>	<i>Logic Model</i>	<i>BEST Evaluation Questions</i>	<i>Volunteer Center of Silicon Valley Answers to BEST Evaluation Questions FY 2007-2008 for Cycle XVII</i>					<i>Met Target Goals</i>		
EFFORT	Inputs	What did BEST spend on services?	BEST Funds Spent		Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent Percent of Total Funds Spent		Yes	
			\$52,500	\$33,768	\$86,268	100%	102%			
	Staff	Who were the staff providing services?	Paid FTE	Staff	Years Experience	Years Schooling	Male	Female	Yes	
			1.33		13.0	13.3	33%	67%		
	Customers	Who are our children and youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets			Yes
			45		47%	53%	Low			
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults		
			2%		0%	46%	52%	0%		
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other		
			2%		2%	84%	11%	0%		
			Client At-Risk		Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member		
			0%		60%	0%	40%	0%		
	Strategies	What service strategies did we conduct?	Personal Development and Youth Support Groups		Gang Mediation/ Interv/Crisis	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services		Yes
			0%		0%	0%	0%	0%		
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Related Services		
			72%		0%	0%	12%	16%		
	Activities	How much services did we provide?	Total Planned Hours of Service for the Year	Total Actual Units of Service for the Year	Percent of Contracted Services Delivered for the Year			Actual Hours of Service per Customer	Yes	
			1,540	1,971	128%			44		
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds	Actual Cost per Hour Total Funds	Cost per Customer BEST Funds	Cost per Customer Total Funds				No
			\$36.58	\$62.77	\$1,331	\$2,283				
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Children & Youth (0-100% on 4 items)			Average Satisfaction of Parents of Youth (0-100% on 4 items)			Yes Satisfaction > 80%	
			87%		100%					
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Child & Youth Report of Changes	Parent Report on their Child	Staff Report on Client	Yes Service Productivity > 60%		
			Asset development changes		90%	96%	99%			
			Agency selected changes		87%	93%	94%			
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 07 Fall 08		Change in Service Quality	Reliability of Grantee Questions	Level of Reliability	Yes		
			1.6 4.1		Increasing	0.79	Low			

Performance Summary

During the year, the grantee delivered 128% of its planned units of service. The grantee did not meet its goal for cost per unit of service. Both youth and parent customers indicate that they were satisfied with services reflected in customer satisfaction scores of 87% and 100%, respectively. Youth and parents also reported that the program achieved its goal for developmental asset and program-specific changes. Lastly, the service quality increased from last year and the level of reliability of grantee questions is low.

Strengths

Volunteer Center of Silicon Valley prides itself as a community connector. As such, VCSV works to find out why youth clients are truant and begins to address the root issues. This entails working with the families of truant youth to address underlying issues. Sometimes this requires program staff to help families address their basic necessities. Through the VCSV's extensive list of community partners, resources are readily available for problems they are trying to solve. Once the immediate needs of clients are met, program staffs begin to raise their youth clients' awareness regarding truancy laws to impress upon them the consequences of continued behavior.

Staffs bring both the professional and lived experience to their work. Staffs are diligent when working to create solutions for problems that youth are trying to solve. Additionally, the organization provides program staff the flexibility to meet the needs of clients.

Opportunities for Improvement

Program staffs have identified working with parents and keeping the lines of communication available, an area in which they would like to strengthen. To this end, program staffs are encouraged to connect with parents via phone if scheduling home visits continues to be a challenge to supporting the needs of their youth clients.

Service Performance Index (SPI) Score

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. The following table lists the measures and summarizes how it was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points. Approach includes how an organization is designed to operate effectively; deployment involves what an organization does to implement the design, and results refer to what is achieved.

The SPI results are grouped into two clusters of BEST grantees: early intervention services and high-risk intervention services. The average SPI score by cluster was 703 for early intervention services and 658 for high-risk interventions. In each table, all three scores—Approach, Deployment, and Results—are included for each service provider, along with the overall SPI score. Overall scores of 600 or more signify good performance. Perfect scores are not expected, since there is always room for improvement! Readers can find additional information on the SPI score in the performance section of this report.

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score
Volunteer Center of Silicon Valley	195	189	328	712

Initial Outcomes

Youth customers were asked seven questions for youth developmental assets and questions related to targeted skills, knowledge, attitudes and behaviors (determined by grantee). For each of these variables a quantitative score was given. The score is the percent of targeted changes achieved minus the percent of targeted changes missed. The score could range from -100% (worse) to 0%(same) to +100% (for better). Indicated below is the percentage of youth surveyed that indicated they changed for the better because of the services provided by the grantee. Each youth developmental asset and targeted program question began with: **“Because of this program...”**

Targeted Youth Developmental Assets

- 90% Because of this program, my success at school (job/training) is better.
- 95% Because of this program, my understanding of I am and what I can do is better.
- 90% Because of this program, my ability to communicate is better.
- 100% Because of this program, my ability to learn new things is better.
- 85% Because of this program, my ability to connect with adults is better.
- 85% Because of this program, my ability to work with others is better.
- 95% Because of this program, my ability to stay safe is better.

Targeted Program Skills, Knowledge, Attitudes and Behaviors

- 80% Because of this program, my ability to resolve conflicts is better.
- 95% Because of this program, my motivation to attend class regularly is better.
- 84% Because of this program, I get along with my family is better.
- 80% Because of this program, I make positive choices better.

Survey Sampling

Survey Sample	How many customers did they survey?					Good Sample Size
		RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected
		39	39	39	39	156

Note: RPRA is a normed survey to measure risk avoidance, protective, and resiliency assets to provide information on level of youth developmental assets – low, medium, and high.

Intermediate Results

Results come from the effort and effect of the whole community of San Jose	
Intermediate Result	Actual Performance
75% of youth participants will fulfill their truancy service intervention plan (SIP).	90% of youth participants fulfilled their truancy service intervention plan.
30% of youth participant parents will attend coordinated Parent Workshops or other trainings.	55% of youth participant parents attended a coordinated Parent Workshops or other trainings.

Success Stories

The Volunteer Center of Silicon Valley assisted students who were subject to expulsion due to truancy. The agency intervened and provided support to youth during the transfer process to a new school and/or Independent Studies. The focus of interventions was to minimize the number of expulsions and time that youth spent out of school. The truancy case worker conducted a parent awareness night that included a gang awareness component for the youth. Following a light dinner, Christmas gifts were distributed from the Toys for Tots foundation to all the families that attended.

The case worker handled three serious gang intervention issues with clients, their families, SJPD, and school staff. The interventions led to collaboration with other community based organization through referrals designed to redirect youth from the gang lifestyle. Two (2) youth requested assistance to get out of a gang. They were from different rival gangs and were at war with each other in the same school. The case worker identified and assigned an ongoing mentor for each of the youth.

One youth participant with a high level of need was referred to a local “folklorico” dance group as a means to substitute high risk behaviors with healthy alternatives. A representative of the group was able to provide transportation to the youth.